LASSEN COMMUNITY COLLEGE

COMPREHENSIVE INSTITUTIONAL MASTER PLAN (CIMP)

2021-2026

Cabinet Approval: (July 30, 2021)

Consultation Council Approval: (August 2, 2021)

Governing Board Approval: (Sept 14, 2021)

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Section I – Introduction

BRIEF HISTORY OF THE COLLEGE:

Lassen Community College was established May 4, 1925 as the Junior College Department of the Lassen Union High School District. The current era of the college began in July of 1969 with the establishment of the Lassen Community College District, having one college, Lassen Community College.

The college campus is located immediately north of Susanville on Highway 139 and consists of 207 acres, fifteen main buildings, four relocatable buildings and nineteen outbuildings. The current campus was first occupied in February of 1972. In addition to classrooms, laboratories and offices, it has a dormitory with a capacity for 201 students, a library, cafeteria, computer rooms, a large gymnasium, stables, barn, rodeo arena and outdoor recreation facilities including a ski hill.

The District serves the Honey Lake Valley communities of Susanville, Janesville and Herlong, and outreach areas including Alturas, Big Valley and Westwood. Although Lassen Community College serves one of the larger geographic areas of the state, the population is relatively small. Credit Full-time Equivalent Students (FTES) over a ten- year period between 2010-11 and 2019-20 have been as high as 2,407.9 in 2010-2011 and as low as 1,631 in 2019-2020. Headcount for 2019-2020 was 3,923 and Total FTES was 1,654 (source CCCCO Datamart).

ABSTRACT OF PLANNING PROCESS FOR 2013-2018 COMPREHENSIVE INSTITUTIONAL MASTER PLAN:

The institutional planning process for the 2021-2026 Comprehensive Institutional Master Plan began in 2007-2008. The established planning cycle was repeated for the 2021-2026 planning update. Using the same four-step process used during previous cycles, the five master planning teams (1) updated the introduction, documented changes in the planning team committee membership, and articulated expectations and standards; (2) documented the achievement/status of the 2016-2017 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2017-2022 objectives and strategies, and (4) proposed strategies for 2022-2023. Consultation Council accepted master plans for inclusion into the Comprehensive Institutional Master Plan on various dates:

- the Educational Master Plan on March 8, 2021,
- the Institutional Effectiveness Master Plan on March 8, 2021,
- the Student Services Master Plan on April 26, 2021,
- the Institutional Technology Plan on April 26, 2021
- the Facilities Master Plan on April 26, 2021,
- the Human Resource Master Plan and Professional Development Plans on May 10, 2021,

IMPLEMENTATION AND EVALUATION OF INSTITUTIONAL PLANNING:

The institutional planning and budget allocation process is articulated in the "*Lassen Community College Institutional Planning and Budget Development Process Handbook*" evaluated and updated annually in May of each academic year. The annual institutional planning cycle begins with the Governing Board review and adoption of Strategic Goals during a Retreat conducted in July. During the Spring semester of each year, the master plans (Educational Master Plan, Student Services Master Plan, Institutional Effectiveness Master Plan, Institutional Technology Master Plan, Facilities Master Plan, Human Resources Master Plan and Professional Development Master Plan) forming sections within the Comprehensive Institutional Master Plan are updated utilizing program review recommendations provided during the program review cycle of the previous year. Consultation
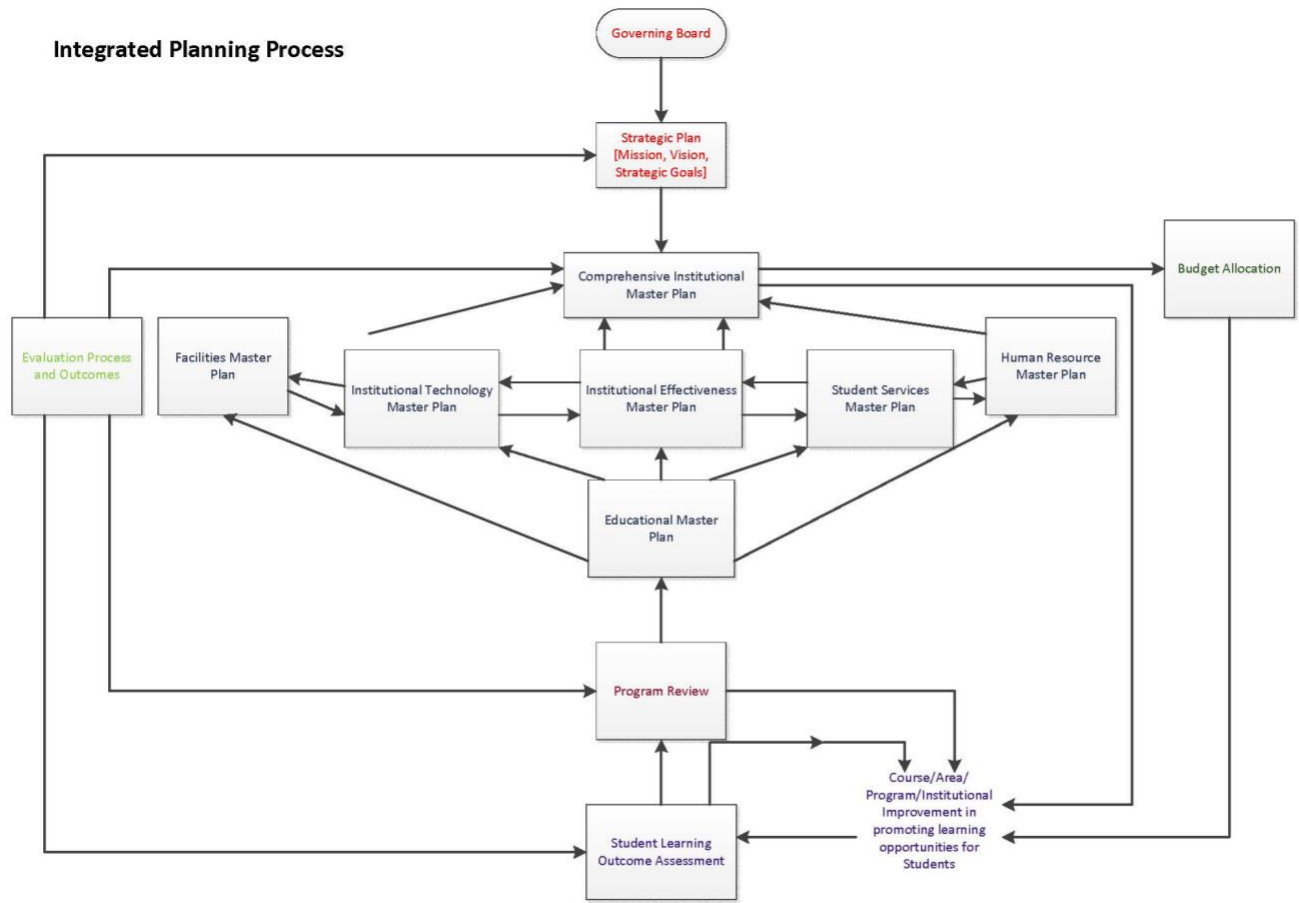
Council/Strategic Planning reviews the objectives and strategies proposed by individual planning groups. Recommendations concerning objectives and strategies are returned to the individual planning committees. The revised Comprehensive Institutional Master Plan integrating the master plans from the various planning committees is adopted each Spring. The adopted Comprehensive Institutional Master Plan guides the budget prioritization process occurring each Spring as the culmination of the budget development process initiated in the Fall.

The progress on implementation and evaluation of results on agreed upon institutional objectives and strategies are tracked each year utilizing the Implementation/Evaluation Matrix. The final Evaluation Matrix adopted at the end of each academic year provides a historical record of institutional progress toward obtainment of strategic goals.

OVERVIEW OF COMPREHENSIVE INSTITUTIONAL MASTER PLAN DEVELOPMENT:

Planning Cycle - Strategic Planning;
Comprehensive Institutional Master Plan & Budget Development

Implement, Monitor and Assess "Year 1" of the Five-Year Comprehensive Institutional Master Plan

Master Planning for "Years 2 thru 4" of Five-Year CIMP

IPR/NIPR Process & Budget Development for "Year 2" of CIMP

January
ACCJC Meeting
Governor's Budget Proposal (for following Fiscal Year)

Annual Financial Audit Report (prior FY)

September through December
Committees conduct Master Planning based on Board's Strategic Plan; Departments conduct Program Review (as appropriate) and draft Budget Priorities for following FY budget; Areas prioritize enhancements (*in January?*)

December

February
January through March
Consultation Council reviews/aligns Master Planning objectives & (*in March?*) prioritizes Budget enhancement requests

ACCJC Follow-up Report & Visit

November

March
Consultation Council finalizes Budget Enhancement requests

CEO/CBO draft Tentative Budget (based on revenue forecasts & prioritized enhancement list)

ACCJC Follow-up Report & Visit

October

April
Consultation Council initiates campus-wide evaluation of Governance & Planning

Board approves "Final" Budget for current fiscal year

Governor's May Revise (for current & following Fiscal Years)

May
CEO/CBO finalize draft Tentative Budget

September
Consultation Council "kicks-off" Master Planning and Budget Development processes by issuing updated Planning Guidance (based on Board's Strategic Plan)

Consultation Council approves Comprehensive Institutional Master Plan; Evaluates & revises Governance & Planning Processes

June
Board accepts IPR/NIPR & Five-Year Comprehensive Institutional Master Plan

August
Consultation Council "orients" new members; reviews/affirms planning timelines for upcoming year

ACCJC Meeting

July

Late May to early July
Consultation Council conducts "Environmental Scanning;" by reviewing trend data, key performance indicators & Program Review recommendations. Drafts recommended revisions to Strategic Plan

At July Board Planning Retreat Board revises or affirms Strategic Plan (Mission, Vision; and Strategic Goals)

State Budget Adopted for following Fiscal Year ???

Consultation Council prepares for Board Strategic Planning Retreat (*Abbreviated for FY 09-10: draft performance measures/key performance indicators for Strategic Goals*)

INSTITUTIONAL INTEGRATED PLANNING MODEL

Integrated Planning Process

Section II – Institutional Section (Strategic Plan)

LASSEN COMMUNITY COLLEGE MISSION STATEMENT: (reaffirmed December 15, 2020)

Lassen Community College provides educational programs for all pursuing higher education goals. The coreprograms offer a wide range of educational opportunities including transfer degrees and certificates, economic and workforce development, and basic skills instruction. The College serves diverse students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

LASSEN COMMUNITY COLLEGE VISION STATEMENT (reaffirmed December 15, 2020)

The Governing Board's vision for Lassen Community College is to:

❖ Lassen College will be a highly efficient self-sustaining rural community college, acatalyst for the region's image, economy, and human capital, and an example of a"we can" culture" of collective impact by being:
  - o The academic leader by ensuring quality instructionand encouraging studentsuccess
  - o The educational leader by expanding outreach and student access with an equitymindset
  - o The trusted steward by providing capable leadership and accountability
  - o The economic and workforce development leader for the community
  - o The cultural leader in the community
  - o The civic and social leader in the community

LASSEN COMMUNITY COLLEGE VALUES (reaffirmed December 15, 2020)

Student Success:
- Students reaching their goals
- Students being prepared for transfer to four-year institutions
- Students being prepared for employment
- Doing what is best for students
- Learning as a priority over teaching
- Student needs; they are paramount in the learning process
- Recognizing and minimizing barriers to student success

Educational Excellence:
- Equitable student learning as the focal pointof every experience
- High quality educational delivery
- Highly qualified instructors
- High quality technology and materials
- Well-equipped classrooms

Honesty/Integrity:
- Trust in relationships
- Dependability
- Transparency
- Collaboration
- Sustainability
- Accountability

Dignity& Respect:
- Open forum for exchange of ideas
- Civility
- Collegiality
- Diversity& Equity
- Active listening and communication

COMMON PLANNING TERMS AND DEFINITIONS:

The language of planning is replete with specialized terms. As you read through this document it may help to refer to this set of definitions:

Goals
Purposefully quite broad, goals provide a general sense of some high aspiration that applies to all or a large part of the college community.

Objectives
Good objectives are S.M.A.R.T. – Specific, Measurable, Achievable, Realistic and Time- related (Drucker, 1954). In this document, all objectives have some key performance indicators and/or some type of deliverable by which the attainment of the objective can be determined. An objective can be advanced by one or more strategies.

Strategies
This is where plans become actions. Strategies represent projects or initiatives that are aimed at moving forward a larger objective, direction and/or goal. Strategies usually describe specific college functions, which may involve multiple departments and players. A description of a strategy should include the desired outcome. Strategies also identify any key performance indicators or deliverables that might be reported upon to the Strategic Planning Committee, the Governing Board, and other interested parties. Planning is about coordinating actions and strategies to achieve forward looking objectives.

However, many activities on campus are simply ongoing college business. For instance, keeping the A&R Office open is ongoing college business, while extending the hours at A&R is not. Ongoing activities are not documented in the college master plan, because it is assumed that they were the results of previous planning efforts, which have become part of day-to-day operations. Each master plan rightfully highlights only actions and strategies that are new. They are the most active and exciting part of the master plan.

Annual Action Plan
Strategies are reviewed and revised yearly. Strategies for the upcoming academic year are grouped into the college's annual Action Plan. The annual Action Plan is distributed to all members of the campus community. Reports on the college's achievement/progress on each strategy in the action plan are reviewed quarterly at Consultation Council.

LASSEN COMMUNITY COLLEGE INSTITUTIONAL STRATEGIC GOALS:

Strategic Planning is a continuous process at Lassen Community College. The Governing Board drives strategic change with input from the Strategic Planning Committee. The Strategic Planning Committee meets twice per month during the academic year and monthly during the summer. This committee evaluates progress on board adopted strategic goals and campus developed objectives and strategies to achieve these goals. The Strategic Goals for 2021-2026 as revised by the Governing Board on December 15, 2020 are listed below:

Strategic Goal # 1 (Institutional Effectiveness): Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust andresources.

Strategic Goal #2 (Learning Opportunities): Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.

Strategic Goal #3 (Resource Management): Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.

Strategic Goal #4 (Student Success): Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and certificates, transfer, job placement and advancement, improvement of basic skills, and self-development through lifelong learning.

BACKGROUND RESEARCH AND DATA COLLECTION:

EXTERNAL RESOURCES:
The following external resources were utilized to inform the development of the strategic goals:
- Environmental Data Scan (EDS) Study Project –Spring 2008
  - Labor Market Forecast of Largest Industries for Lassen, Plumas, and Modoc Counties, California and Washoe County, Nevada 2008, 2012, 2014
  - Study Area Economic Base Compare to the State - 2008
  - Study Area Forecast by Industry - 2008, 2012 and 2014
- Alliance for Workforce Development Data
  - Labor Market Forecast of Growth Industries for Lassen, Plumas, and Modoc Counties, California
- Strategic Master Plan for California's Community College System
  - Statewide Strategic Goals

INTERNAL RESOURCES:
The following internal resources are utilized to inform the development of strategic goals:
- Program Review Documents
  - Total Degrees and Certificates Awarded by Program
  - FTE Generation by Program
  - Revenue/Expenditure by Program
- Human Resource Staffing Data
  - Number of Administrators by Position
  - Number of Faculty
  - Number of Classified Emplyees
- Lassen Community College Annual Fact Book
- Integrated Plans
- Institutional Effectiveness Partnership Initiative Goals
- CCCCO Score Card
- Governance Surveys

HISTORY OF STRATEGIC PLAN PREPARATION:

The Strategic Planning Committee met during June and July 2008 to compile and analyze external and internal data from a variety of sources, to present during the Governing Board Planning Retreat hosted by the Strategic Planning Committee on July 22, 2008. The board discussion resulted in six refined strategic goals, which were subsequently adopted by the Governing Board on August 12, 2008. In addition at the August 12, 2008 meeting the Governing Board adopted a revised vision statement and at the September 23, 2008 adopted a revised mission statement better reflecting the direction of the institution. The Governing Board discussed targets for the adopted strategic goals at the annual planning retreat July 24, 2009. The Governing Board has revised or reaffirmed the mission, vision, value statements and strategic goals each fall thereafter. The Governing Board adopted these guiding statements on December 15, 2020.

STRATEGIC PLANNING COMMITTEE:

The following individuals served as members of the 2020-2021 Strategic Planning Committee:

Roxanna Haynes, Administration (Co-Chair)
Michell Williams, Management (Co-Chair)
Trevor Albertson – Superintendent/President
Carie Camacho– Administration (EMPC Chair)
David Corley – Administration (ITMP & IEMP Chair)
Brady Reed – Administration (SSMP Chair)
Garrett Taylor – Administration
Randy Joslin – Management (FMPC Chair; ALO)
Carol Montgomery – Classified (CSEA President)
Tara Bias – Classified
Marguerite Lewman – Management
Karen Clancy – Classified (alternate)
Alison Somerville – Faculty (Lead Counselor; Accreditation Tri-Chair)
Yuting Lin – Faculty
Chad Lewis – Faculty (Accreditation Tri-Chair)
Andy Rupley – Faculty
Robert Scholfield – Faculty
Adam Runyan – Faculty (Academic Senate President)
Lisa Gardiner – Faculty (Accreditation Tri-Chair)
Terry Bartley – Management

Section III – Objectives, Strategies and 2021-2026 Action Plan

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES, FOR PLANNING

Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Professional Development Plan, Facilities Planning, Technology Planning, Institutional Effectiveness Planning, *Previously used Objectives from prior CIMPs*

STRATEGIC GOAL ONE – INSTITUTIONAL EFFECTIVENESS: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support the learning environment, while ensuring responsible stewardship of public trust and resources.

> **Objective 1.1.** Improve institutional effectiveness through the ongoing systematic documentation of adherence to eligibility requirements and accreditation standards and through the completion and timely submission of all requested reports to the Accrediting Commission.

> *Objective 1.2 Improve institutional effectiveness through financial planning to develop fiscal resources adequate to support student learning programs and services and to assure long-term financial stability.*

> *Objective 1.3 Create a marketing plan with a focus on stabilizing revenue from apportionment and out-of-state fees*

> **Objective 1.4** Manage the institution's grants process from application to completion through a more structured system.

Strategy 1.4.a - Evaluate grant performance and need for grant coordinator.
Strategy 1.4.b - Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission.
Strategy 1.4.c - Develop proposal for a Strengthening Institutions (Title III) grant for submission.

> **Objective 1.5** Evaluate institutional effectiveness through student performance

Strategy 1.5.a - Research and identify new key performance measure dashboard tool
Strategy 1.5.b - Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.
Strategy 1.5.c - Implement new Key Performance Indicator dashboard reporting solution for use by LCC stakeholders
Strategy 1.5.d - Implement new SLO/AUO reporting solution
Strategy 1.5.e - Assess primary contributing factors to low success rates in mathematics and science courses.

Strategy 1.5.f - Program Development- Student Success: • The development of an early alert system to identify students who are struggling in their classes and help them to succeed. • Data driven student messaging system pulled from Open CCC Apply and FAFSA-N/A

Objective 1.6 Provide regular training related to shared governance and institutional effectiveness

Strategy 1.6.a - Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.
Strategy 1.6.b - Continue regular training opportunities at the beginning of each academic year to encourage an understanding of collaboration and participatory governance.
Strategy 1.6.c - Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan
Strategy 1.6.d - *PROVIDE TRAINING OPPORTUNITIES TO ENCOURAGE AN UNDERSTANDING OF COLLABORATION AND SHARED GOVERNANCE.
Strategy 1.6.e - *CONTINUE TRAINING PROGRAM FOR STUDENT LEARNING OUTCOMES (SLOS) AND ADMINISTRATIVE UNIT OUTCOMES (AUOS).

Objective 1.7 Through facilities, develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.

Strategy 1.7.a - Directory Boards in Buildings and Telephone Lists With Building Locations

Objective 1.8 *Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.*

Objective 1.9 *Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.*

Objective 1.10 *Review and utilize position openings as opportunities to improve student services.*

STRATEGIC GOAL TWO – LEARNING OPPORTUNITIES: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student learning and meet the needs of the local and global community.

Objective 2.1 Implement enrollment management practices that maximize learning opportunities supported by data on program performance and fiscal viability

Strategy 2.1.a - Increase funds for recruitment (Athletics)
Strategy 2.1.b - Expand EMP to include a section on enrollment management with outcomes, actionable plans for enrollment expectations, and increased retention. Strategic Enrollment Management Plan – Five year Strategic Enrollment Management Plan.
Strategy 2.1.c - Increase directed advertisement and promotion of the AJ program.

Objective 2.2 Expand the gunsmithing program commiserate with program demand

Objective 2.3 Expand Nursing/Health Occupations through additional curriculum

Objective 2.4 Accomplish AEBG and Workforce Development goals.

Objective 2.5 Maintain our position as a leader in inmate education

Objective 2.6 Partner with local correctional institutions to provide correctional staff (officers and support staff) an attractive instructional offering

Objective 2.7 Maintain program curriculum currency

Strategy 2.7.a - Add Cross Country program

STRATEGIC GOAL THREE – RESOURCE MANAGEMENT: Develop and manage human, physical, technological and financial resources to promote growth and to effectively support the learning environment.

Objective 3.1. The college will design, implement, evaluate and modify an on-going professional development program.

Strategy 3.1.a - Ensure grant opportunities are being used to financially support professional development.
Strategy 3.1.b - Professional Development- All Staff Training: Implementation of a Student Services Professional Development plan
Strategy 3.1.c - Professional Development- Online Services: · Training for online counseling and other online services.

Objective 3.2 Provide students faculty and staff with up-to-date and fully operational technology tools

Strategy 3.2.a - Continue purchase of NETTUTOR

Strategy 3.2.b - **Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.**
Strategy 3.2.c - **Data accuracy/relevance**
Strategy 3.2.d - **Clean/maintain rolling laptops**
Strategy 3.2.e - Research and identify new SLO/AUO reporting solution
Strategy 3.2.f - Job Placement Data for CTE Programs from CCC provided websites
Strategy 3.2.g- Capacity Building- Technology Improvement Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling: · Scanning technology for student records   · Improved communication for FASFA information   · Document imaging   · Starfish   · E-communications in all Student Services departments
Strategy 3.2.h - Maximize capacity in Ellucian Colleague
Strategy 3.2.i - Assure a vital Web presence
Strategy 3.2.j - Implement Technology Refresh Plan Year 5
Strategy 3.2k - Review wireless network coverage inside buildings and in outdoor common areas
Strategy 3.2.l - Re-implement Hyland document imaging solution
Strategy 3.2.m - Implement Starfish
Strategy 3.2.n- Technology Security Assessment
Strategy 3.2.o - Review & Update CCC MyPath
Strategy 3.2.p - Expand Implementation of Hyland document imaging solution to additional areas
Strategy 3.2.q - Maximize Capacity in Canvas
Strategy 3.2.r- Maximize Capacity in Starfish
Strategy 3.2.s - Maximize Capacity in Hyland document imaging
Strategy 3.2.t - Replace four instructor laptops
Strategy 3.2.u - Software updates on laptops
Strategy 3.2.v - Projector maintenance (CCC, HDSP & On-campus)
Strategy 3.2.w - Smart board maintenance
Strategy 3.2.x - Desk screens and keyboards

Objective 3.3 Determine need for and feasibility of large-scale instructional capital projects

Strategy 3.3.a - Improve effectiveness of Maintenance and Operations
Strategy 3.3.b - Improve Learning and Working Environment
Strategy 3.3.c - Improve reliability of campus infrastructure
Strategy 3.3.d - Improve Student Life Elements

Objective 3.4 Ensure program equipment is up-to-date and functional

Strategy 3.4.a - Add equipment repair budget for biological and physical science
Strategy 3.4b - Repair/replace damaged athletic equipment in the fitness center
Strategy 3.4.c - Initiate a replacement of equipment budget for the natural science/mathematics program in order to systematically replace out-of-date equipment.

Objective 3.5 Develop facilities and grounds that provide for effective learning environments that are appropriate to the discipline and responsive to evolving methodologies for instruction.

Objective 3.6 Provide timely and effective recruitment, selection, orientation, and evaluation for administrative, faculty, and classified employment classifications.

Strategy 3.6.a - Improve staffing of Maintenance and Operations

Objective 3.7 Human resources will provide excellent customer service to internal and external stakeholders.

Objective 3.8 Provide training to meet the needs of faculty, staff, and regulators

Strategy 3.8.a - Provide activities and training on effective practices of conflict resolution.
Strategy 3.8.b - *RECOGNIZE FACULTY AND STAFF SUCCESS, BOTH PERSONAL AND PROFESSIONAL.
Strategy 3.8.c - *TIMELY, ACCURATE AND EFFECTIVE STATE AND FEDERAL MANDATED TRAININGS AND COMPLIANCE TRACKING: • CHILD ABUSE REPORTING TRAINING • EQUAL EMPLOYMENT OPPORTUNITY • DISASTER PREPAREDNESS • FAMILY EDUCATION RIGHTS TO PRIVACY ACTS (FERPA) • TITLE IX
Strategy 3.8.d - *PROVIDE FACULTY WITH REGULAR OPPORTUNITIES TO EXPLORE DIFFERENT INSTRUCTIONAL DELIVERY METHODS
Strategy 3.8.e - Provide faculty and staff with discipline-specific/ job specific training opportunities.
Strategy 3.8.f - Provide customer service training
Strategy 3.8.g - Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.
Strategy 3.8.h - Provide workshops to promote proficiency in using the Datatel management information system

| Strategy 3.8.i - Provide online delivery training to employees (Canvas) |
| Strategy 3.8.j - Provide software training to support changing technology |

Objective 3.9 Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic and surrounding community.

| Strategy 3.9.a - Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report. |
| Strategy 3.9.b - Capital Development- Student Life and Access:
• Finish weight room, computer lab, and remodel of one end of dorms for student life.- not completed
• Continue remodel of rooms.- not completed
• Nursing Lounge for mothers.- In NIPR
• Veterans Center.-In progress
• Add changing tables in bathrooms.- In NIPR
• Redo bathrooms to be ADA compliant.-should be in facilities master plan. |

Objective 3.10 Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.

Objective 3.11 Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.

| Strategy 3.11.a - Program Development-Program Review: Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students |

STRATEGIC GOAL FOUR - STUDENT SUCCESS: Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and certificates, transfer, job placement and advancement, improvement of basic skills, and self-development through lifelong learning.

Objective 4.1 Improve student retention

| Strategy 4.1.a - Evaluate and Update Retention Improvement Plan. |

Objective 4.2 Assess and implement steps to increase student access and the actual awarding of financial aid

| Strategy 4.4.a - Outreach Implementation- Financial Aid
• Assess and implement steps to increase student access and the actual awarding of financial aid |

Objective 4.3 Implement goals of the Student Equity Plan to increase access and success of target populations

| Strategy 4.3.X Program Development: Implement goals of the Student Equity Plan to increase access and success of target populations. |

Objective 4.4 Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs.

> Strategy 4.4.a - Program Development- Student Life:
> - Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs.
> - Utilize existing management in Student Services to improve our student affairs supervision to:
> - coordinate clubs (i.e. new international club)
> - develop an advisors manual for student organizations and clubs
> - help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies
> - assist in student leadership development, prepare and work with club advisors
> - Dirt walking trail
> - Drug Prevention

Objective 4.5 Develop an early alert system to identify students who are struggling in their classes and help them to succeed.

> Strategy 4.5.a - Program Development- Student Success:
> - The development of an early alert system to identify students who are struggling in their classes and help them to succeed.

Objective 4.6 Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.

> Strategy 4.6.a   Hazardous waste disposal (chemical and preserved specimens)
>
> Strategy 4.6.b - Improve Campus Safety
> Strategy 4.6.c - Improve ADA Access

Objective 4.7 Reflect and enhance the image of the college by promoting the development of a functional and attractive campus that reflects its local and regional importance.

Objective 4.8 Better understand student and employee perception of Lassen Community College culture and its impacts on student and employee performance.

Objective 4.9 Serve the community education needs of the district

Responsible Party(s)	Strategy/Objectives
Academic Planning Committee	Expand EMP to include a section on enrollment management with outcomes, actionable plans for enrollment expectations, and increased retention. Strategic Enrollment Management Plan – Five year Strategic Enrollment Management Plan.
Academic Senate; Consultation Council: Director of Institutional Effectiveness	Continue regular training opportunities at the beginning of each academic year to encourage an understanding of collaboration and participatory governance.
ALO	Submit follow-up ACCJC report
Associate Dean of Student Services	Review & Update CCC MyPath
AVP-Facilities	Improve effectiveness of Maintenance and Operations: - Administrative Assistant IV - Maintenance Custodian - Increase Maintenance Repairs Budget - Increase M&O Professional Development Budget
	Improve ADA Access: - ADA compliant doors (bathrooms, office, etc.) in CA Bldg
	Improve Learning and Working Environment: - Clean out storage, install new exit, remove fixtures - Conex Box Completion
	Improve Campus Safety: - Install railings circling the top of internal stair well in Humanities - Grind cracked and heaving sidewalks (Sports entry)
	Improve reliability of campus infrastructure: - College Water District (Phase 2)
	Improve Student Life Elements: - Lactation room(s) on campus - Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs
Dean of Student Service; VP of Academic Services; IT	Implement Starfish
Dean of Student Services; Assoc Dean of Student Services; Admissions and Records; Financial Aid; Counseling Department	Program Development- Program Review: · Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students
	Capacity Building- Technology Improvement Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling: · Scanning technology for student records · Improved communication for FASFA information · Document imaging · Starfish · E-communications in all Student Services departments
	Program Development: Implement goals of the Student Equity Plan to increase access and success of target populations.
	Program Development- Student Success: • The development of an early alert system to identify students who are struggling in their classes and help them to succeed. • Data driven student messaging system pulled from Open CCC Apply and FAFSA-N/A
	Program Development- Student Life: - Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs. - Utilize existing management in Student Services to improve our student affairs supervision to: • coordinate clubs (i.e. new international club) • develop an advisors manual for student organizations and clubs • help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies • assist in student leadership development, prepare and work with club advisors • Dirt walking trail • Drug Prevention
Dean of Student Services; AVP of Facilities	Capital Development- Student Life and Access: • Finish weight room, computer lab, and remodel of one end of dorms for student life.- not completed • Continue remodel of rooms.- not completed • Nursing Lounge for mothers.- In NIPR • Veterans Center.-In progress • Add changing tables in bathrooms.- In NIPR • Redo bathrooms to be ADA compliant.-should be in facilities master plan.
Director of Financial Aid; V.P. of Administrative Services	Outreach Implementation- Financial Aid: Assess and implement steps to increase student access and the actual awarding of financial aid

Director of Human Resources	Implement electronic On-Boarding and evaluations
	Assess electronic on-boarding and evaluation system
Director of Human Resources; LCC Cabinet	Ensure grant opportunities are being used to financially support professional development.
Director of Human Resources in partnership with Human Resources Committee	Update the Employee Handbook
	Update the Selection & Hiring Manual
	Develop a mentoring program to introduce new employees to campus services and personnel.
	Evaluate the mentoring program for new employees.
	HR101 Training for Managers / Administration
	Phase II FRISK Training for Managers / Administration
	EEO Training
	Directory Boards in Buildings and Telephone Lists With Building Locations
Director of Institutional Effectiveness	Research and identify new key performance measure dashboard tool
	Job Placement Data for CTE Programs from CCC provided websites
	Research and identify new SLO/AUO reporting solution
	Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission.
	Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.
	Assess primary contributing factors to low success rates in mathematics and science courses.
Director of Institutional Effectiveness; Guided Pathway Team; Division Chairs	Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan
Director of Institutional Effectiveness; Guided Pathways Team	Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report.
Flex Faculty and Staff Coordinator	*PROVIDE FACULTY WITH REGULAR OPPORTUNITIES TO EXPLORE DIFFERENT INSTRUCTIONAL DELIVERY METHODS
Human Resources Committee; Flex Faculty and Staff Coordinator	Provide customer service training
Human Resources; IT; Administrators	Provide software training to support changing technology
IT	Review wireless network coverage inside buildings and in outdoor common areas
IT; ITPC; IE; VP of Instructional Services; Dean of Student Services	Assure a vital Web presence
IT; VP Academic Services	Maximize Capacity in Canvas
	Technology Security Assessment
IT; VP of Administrative Services; Dean of Student Services	Maximize capacity in Ellucian Colleague
	Re-implement Hyland document imaging solution
LCC Cabinet	Evaluate grant performance and need for grant coordinator.
V. P. Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.
V.P. Academic Services	Continue purchase of NETTUTOR
	Provide online delivery training to employees (Canvas)
	Initiate a equipment replacement and repair budgets for the natural science/mathematics program in order to systematically replace out-of-date equipment.
	Add equipment repair budget for biological and physical science
	Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.
V.P. Academic Services; Dean CTE	Increase directed advertisement and promotion of the AJ program.
V.P. Academic Services; Dean CTE; IT	Replace four instructor laptops
	Clean/maintain rolling laptops
	Smart board maintenance
	Software updates on laptops
	Projector maintenance (CCC, HDSP & On-campus)
	Desk screens and keyboards
V.P. Academic Services; Dean LAS	Hazardous waste disposal (chemical and preserved specimens)
V.P. Academic Services: Academic Senate; Director of Institutional Effectiveness	Data accuracy/relevance
V.P. Student Services; Director of Athletics	Repair/replace damaged athletic equipment in the fitness center
	Add Cross Country program
	Increase funds for recruitment
V.P. Academic Services and Dean of Student Services	Evaluate and Update Retention Improvement Plan.
VP Administrative Services; IT	Implement Technology Refresh Plan (Year 5)

List of ATTACHMENTS:

ATTACHMENT A: Educational Master Plan

ATTACHMENT B: Institutional Effectiveness Master Plan

ATTACHMENT C: Student Services Master Plan

ATTACHMENT D: Institutional Technology Master Plan

ATTACHMENT E: Facilities Master Plan

ATTACHMENT F: Human Resources Master Plan/Professional Development Master Plan

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LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN

2020-2025

Consultation Council Approved: March 8, 2021

Section IV – Five Master Plans

1. **Educational Master Plan and Academic Staffing Plan**

   I. **INTRODUCTION**

From its establishment in 1925, Lassen Community College has provided comprehensive educational program offerings. Beginning in 1935 with the Forest Technology program, the college has developed and revised a mix of academic and career technical programs appropriate to the mission of a California Community College. Originally built as one of the state's "small but necessary" campuses, the college continues to provide comprehensive educational programs, in spite of its small size.

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers forty (40) associate degrees twenty-two (22) certificates of achievement, and seventeen (17) certificates of accomplishment within twenty-five (25) credit programs. Two (2) Certificate of Achievements were added in the areas of Small Business Management (2019-2020) and Geographical Information Systems (2020-2021). In 2019-2020, 266 associate degrees, 125 certificates of achievement and 16 certificates of accomplishment were awarded. A complete list of degrees and certificates can be found in the LCC Catalog.

   II. **ACADEMIC PLANNING COMMITTEE**

The Educational Master Planning Committee, comprised of two division chairs, Lead Counselor, Chief Instructional Officer, Dean of Instruction, Chief Student Services Officer, a curriculum committee representative, Academic Senate President, two classified representatives, and two management representatives, is charged with the responsibility of addressing instructional planning needs for the college. The committee develops the Educational Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain academic excellence.\

Guided by the mission statement and strategic goals approved by the Governing Board, the Academic Planning Committee relies on recommendations from instructional program reviews to inform the development of the Educational Master Plan. The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2020-2021 to 2024-2025. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Educational Master Planning Committee for approval prior to its presentation to the Facilities, Institutional Technology, Human Resources, Student Services, and Institutional Effectiveness Master Plans for incorporation into their respective plans.

   EDUCATIONAL MASTER PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2020-2021 Educational Master Planning Committee:

   Carie Camacho - Chief Instructional Officer
   Roxanna Haynes – Instructional Dean
   Brady Reed – Chief Student Services Officer
   Andy Rupley - Division Chair, Science/Business
   Lisa Gardiner - Division Chair, Humanities /Social Science
   Chad Lewis – Representative from the Curriculum/Academic Standards Committee
   Adam Runyan – Academic Senate President
   Alison Somerville – Lead Counselor
   Motare Ngiratmab – Classified Member
   Michael Blaschak, Classified Member
   Terry Bartley – Management Member
   Michell Williams, Management Member
   David Corley, Institutional Effectiveness
   Bridget Gowin, Management Member (ALT)

III. 2020-2025 ACADEMIC ENCOMPASSING ELEMENTS

The Educational Master Plan articulates a pathway to maximize the student experience through five all-encompassing elements: Professional Development, Capacity Building, Program Development, Outreach Implementation, and Vision: Institutional Development. This pathway is the driving force behind all college planning and implements the college mission statement, identifies recommendations made through instructional program reviews, and utilizes strategic goals approved by the Governing Board.

Element I – Professional Development

People are our most important asset. In this regard, it is imperative that faculty, staff and administrators have support to maintain currency through discipline-specific development opportunities in addition to training on emerging technologies and techniques, curriculum design, assessment of student learning outcomes, and adult learning theory.

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. As a result, the college recognizes the need for relevant technology. The college continues to build its capacity in classroom technology, increasing the number of classroom computers, and in providing professional development.

Element III --- Program Development

Strengthening and enhancing existing programs, as well as developing new programs, will sustain Lassen Community College's educational leadership in Northern California. The incarcerated student program is growing to include multiple degrees with delivery of face-to-face education on three yards at High Desert and one yard at CCC. Additionally we serve the fire house students who also reside at CCC. The Healthcare programs have expanded to include MA, LVN, EMT, CNA and Phlebotomy. The College is currently examining with individual school districts in Plumas and Modoc counties, new partnerships that will provide for additional concurrent and dual enrollment programs. The College is exploring exciting partnership opportunities with the University of California Merced. Dual Credit, Certificate and pathway programs in short-term vocational disciplines are being developed with Lassen High School. Fire Science has finalized contracts with CalFire and the US Forest Service. A CalFire Academy is continuing to grow as well as our on-campus program. Welding and Auto Technologies have developed curriculum to further advance their programs. The Auto Technology Program has obtained ASE Education Foundation accreditation. The general education programs are strong and growing in the areas of distance education and asynchronous/synchronous education.

Element IV – Outreach Implementation

Lassen College serves a large geographic region and has a commitment to provide necessary training opportunities to all of its constituents. Currently under consideration, there are two different approaches to meet the community needs: continuing education and community service.

Element V – Capital Development

The pathway elements provide the foundation for continued institutional development. Visions expressed for consideration of growth, but not yet determined feasible include infrastructure upgrades such as: air conditioning, remodeling of instructional spaces, expanded area for Fire Science and Administration of Justice and upgraded fitness and athletic facilities.

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ACADEMIC STAFFING PROPOSAL 2020-2025 (recommended staffing positions in priority order) In the case of position vacancies in Academic Services, positions are to remain budgeted until the need for position replacement is evaluated by VP of Academic Services, the Master Planning Committee and recommendations for filling or repurposing the position through the EMP.

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
Math IPR	2,3,4		1 FT Math Instructor	2018-19	$84,000.00	Both on-campus and prison assignments	1	1	General
EMP	2,3,4		1 FT Geology/Physical Science Instructor	Fall 2018	$84,000.00	Both on-campus and prison assignments	3	2	General
2014 Athletics IPR	2,3,4		1 Adjunct Cross-Country Coach	2015-16	$15000 - $25,000	Increased enrollment, co-ed sport	9	3	General
2017 Welding IPR	1		1 FT faculty	Fall 2019	$84,000	Offer new courses for advanced manufacturing program/increase FTE's		4	General
2018 Natural Science IPR	2,3,4		Hire an additional Instructional Support specialist II to adjust additional faculty hires and mathematics lab activities	Spring 2019	$40,000	Provide support for more student-centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems		5	General
Athletic IPR	1,2,3,4		Paid Assistant Coaches	2018-19	$40,000.00		10	6	General
EMP	1,2,3,4		1 FT Automotive Technology Instructor	2018-19	$84,000.00	Anticipate increased enrollment because of NATEF certification	4	7	General
2016 Correspondence NIPR	2,4		Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2018-19	$19,000.00	Student success	1	8	General
EMP	2,3,4		1 FT English/Speech Instructor	2018-19	$84,000.00	Both on-campus and prison assignments	1	9	General
AGR IPR	1,2,3,4		1 FT Agriculture Instructor	2018-19	$84,000.00		6	10	General
Vocational Nursing IPR	1,2,3,4		1 FT Health Occupation Instructor	2018-19	$84,000.00		1a	11	General
EMP	1,2,3,4		1 FT Foreign Language Instructor	Fall 2018	$84,000.00	Both on-campus and prison assignments	5	12	General
2020 Business IPR	1		1 FT Faculty	Fall 2020	$84,000	Higher student completion		13	General
2020 Business IPR	3		1 Instructional Support Specialist 3	Summer 2020	unknown	Increased retention/ completion		14	General

ACADEMIC BUDGET REQUESTS 2020-2025 (recommended one-time expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2019 Work Exp. IPR	3		Railings circling the top of internal stair well in Humanities need to be redesigned to reduce small child fall hazard.					1	General
2017 Welding IPR	1,4		Install ventilation for welding booths in TR102	Someday when convenient	$80,000	Health/safety and expand student capacity		2	General
2017 Welding IPR	1,4		Improve the current ventilation system in TR103	Someday when convenient	$40,000	Health and safety		3	General
2019 Work Exp. IPR	3		Assessment and correction of control inadequacies in HU 204, HU 205, and HU 206 is needed for students and staff comfort and health.					4	General
2014 Physical Education IPR	2,3		Budget a minimum of $5,000 to purchase new equipment (or replace old equipment)	Immediate inclusion in budget process for 2015-2016 budget	$5,000.00	Better functioning and safer machines; up-to-date equipment and technology	10	5	General
2014 Natural Science/Math IPR	2,3,4		Replace Autoclave	Fall 2018	$9,600.00	Immediate need to replace aging equipment to provide current technology for instruction in laboratory science classes	2	6	General
2014 Athletics IPR	1,3,4		Purchase game ready control unit w/ ankle, knee & shoulder wraps	2018-19	$3,600.00	Better healthcare treatment for athletes	2	7	General
2014 Athletics IPR	1,3		Add one Whirlpool to the Athletic Training Center Room w/ installation	2015-16	$5,379.00	Allow more students to take advantage of the whirlpool therapy	4	8	General
2019 Admin of Justice IPR	4		Acquire driving and/or force option simulators that can be utilized for POST mandated and approved training course.	Fall 2020	$30.000-$50,000	Provide localized POST mandated training for local law enforcement.		9	General
2019 Work Exp. IPR	4		Update Work Experience Marketing Materials	Fall 2020	unknown	Provide potential Work Experience students, and student worksites with professional marketing materials to inform and recruit.		10	General
2017 Welding IPR	1		Add electrical drops for welding booths	Someday when convenient	$5,000	Expand student capacity and increase graduation rates		11	General
2017 Welding IPR	1,4		Improve lighting TR102/TR103	Someday when convenient	$5,000	Provide a working environment that enhances productivity		12	General
2014 Athletics IPR	2,4		Purchase an online video system such as HUDL	2018-19	$3000 (5 or more teams)	This is helpful teaching tool for coaches. Sending more players to four year schools and recruiting future athletes.	9	13	General
2019 Admin of Justice IPR	3		Locate, renovate, or acquire dedicated instructional and /or lab space that can be utilized for multi-day training course and scenarios.	Fall 2020	unknown	Dedicated Educational.Lab space to house AJ program and training equipment		14	General

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome		Unit Priority	Area Priority	Funding Source
2020 Business IPR	4		Clean out storage	April 2020	unknown	ADA compliant			15	General
2020 Business IPR	4		Building emergency exit (?)	Summer 2020	unknown	Federal/State compliant			16	General
2020 Business IPR	3		Remove Fixtures	Summer 2020	unknown	Clean, neat, organized			17	General
2018 Natural Science IPR	1,4		Add a second small copier for student use in the central area of Math-Science building	2018-2019	unknown	Avoid FERBA violations and provide backup printer in the Math-Science building			18	General

ACADEMIC BUDGET REQUESTS 2020-2025 (recommended on-going expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2014 Athletics IPR	2,3		Repair/replace damaged athletic equipment in the fitness center	2018-19	$20,000.00	Better functioning and safer machines; longer machine life span which decreases costs overall. Address health & safety concern! More professional and clean facility; safer surfaces; easier to clean and maintain; easier to prevent disease transmission.	8	1	General
2018 Natural Science IPR	4		Hazardous waste disposal (chemical and preserved specimens)	Ongoing/ annually	$2,000	Provide safe and environmentally sound learning and working environment		2	General
2014 Athletics IPR	2,3,4		Add Cross Country program	2018-19	$48,000.00	Increased enrollment, co-ed sport	9	3	General
2018 Natural Science IPR	1,3		Continue purchase of NETTUTOR	ongoing	Currently in budget	Provide tutoring opportunities leading to improved student success		4	General/ categorical
2014 Athletics IPR	2,3,4		Increase funds for recruitment	2018-19	$10,000.00	Increased enrollment, more competitive teams	4	5	General
2014 Natural Science/Math IPR	2,3,4		Initiate a replacement of equipment budget for the natural science/mathematics program in order to systematically replace out-of-date equipment.	On-going for at least several years	$10,000.00	Provide current technology for instruction in laboratory science classes	2	6	General
2018 Natural Science IPR	2,4		Add equipment repair budget for biological and physical science	Ongoing	$2,000	Timely repair of essential science equipment		7	General
2019 Work Exp. IPR	3		Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.	unkown	unknown	Maintenance of instruction to students with current technology.		8	General

Source			Planning Agenda Item(s)	Implementation Timeframe		Expected Outcome			Funding Source
2019 Admin of Justice IPR	4		Increase directed advertisement and promotion of the AJ program.	Immediately and on-going	Minimal	Increase enrollment		9	General/ grant funded
2020 Business IPR	3		Data accuracy/relevance	2020/2021	unknown	More accurate and informative IPR		10	General
2020 Business IPR	4		Replace four instructor laptops	Beginning cycle Nov. 2020	unknown	Increased efficiency		11	General
2020 Business IPR	3		Clean/maintain rolling laptops	Beginning cycle Nov. 2020	unknown	Extended life		12	General
2020 Business IPR	4		Software updates on laptops	ongoing	unknown	Extended life and efficiency		13	General
2020 Business IPR	4		Projector maintenance (CCC, HDSP & On-campus)	ongoing	unknown	Extended life		14	General
2020 Business IPR	4		Smart board maintenance	ongoing	unknown	Extend life and student engagement		15	General
2020 Business IPR	4		Desk screens and keyboards	ongoing	unknown	Efficiency improvement		16	General

Items completed per October 2020 review

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor	2018-19	$84,000.00	Hire adequate staff according to projected FTW's for 30 students	1	1	General
ARC NIPR	1,2,3,4	6	FT ISS 1 - Library	Fall 2018	$48,000.00	Allow Library to be opened extended hours. Student success.	7	6	General
2015 Vocational Nursing IPR	3	12	Make a Director of Allied Health position either full-time director to oversee all VN and all HO programs or allow Director 50% release time for director duties	2018-19	$7000 (addition to present $25000 director stipend)	If one Director is over all Health Occupations programs, there will be better coordination and less duplication of supplies	4	12	General

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ATTACHMENT B

LASSEN COMMUNITY COLLEGE

INSTITUTIONAL EFFECTIVENESS MASTER PLAN

2021-2026

Consultation Council Approval: March 8, 2021

1. Institutional Effectiveness Master Plan

I. INTRODUCTION

The Institutional Effectiveness Planning Committee was initiated in the 2014-2015 academic year as a result of the planning evaluation process conducted during May 2014. The evaluation process identified that there were institutional areas not represented in the previous planning documents nor provided an avenue for consideration during the budget allocation process. The Institutional Effectiveness committee was added to develop the master plan and prioritize budget requests within the areas of:

- Accreditation
- Fiscal planning
- Governance
- Grant development/coordination
- Institutional planning
- Marketing
- Organizational structure
- Program review
- Research
- Student learning & administrative unit outcome assessment.

INSTITUTIONAL EFFECTIVENESS PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2020-2021 Institutional Effectiveness Planning Committee:

> David Corley – Management, Technology & Effectiveness, Chair
> Dr Randy Joslin – Administration, Admin. Services
> Codi Mortell – Classified, Academic Services
> Chad Lewis – Faculty
> Lisa Gardiner – Faculty
> Alison Somerville - Faculty
> Adam Runyan – Faculty, Academic Senate President
> Seaira Harrington – Management, Behavioral Health
> Bridget Gowin – Management, Outreach
> Tiffany Stone – Classified, Kinship/ILP
> Garrett Taylor – Administration, Fiscal Services
> Michael Anderson - Faculty

II. INSTITUTIONAL EFFECTIVENESS PLANNING COMMITTEE CHARGE

The Institutional Effectiveness Planning Committee is charged with the responsibility of addressing the general institutional planning needs for the college. Guided by the mission statement and strategic goals approved by the Governing Board, the Institutional Effectiveness Planning Committee relies on recommendations from program reviews to inform the development of the Institutional Effectiveness Master Plan. The committee develops the Institutional Effectiveness Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain institutional effectiveness.

The Institutional Effectiveness Master Plan consists of five Annual Action Plans covering each Academic Year from 2020-2021 to 2025-2026. The Annual Action Plans are reviewed and updated annually during Lassen Community College's planning process. The five-year plan is presented to Consultation Council by the Institutional Effectiveness Planning Committee for approval along with the Student Services Master Plan, prior to informing the development of the Facilities, Institutional Technology, and Human Resources Master Plans.

III.   AREAS OF FOCUS

A. Accreditation
Accreditation is the primary means by which colleges in the United States assure and improve quality. Colleges must apply for reaffirmation of accreditation every seven years. The Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC/WASC), as overseen by the U.S. Department of Education (DOE), in June 2020 the Commission acted to Issue Warning and require a Follow-Up Report, due no later than October 1, 2021, followed by a visit from a peer review team. The accreditation status of the College is overseen by the Administration, Accreditation Steering Committee (a role of Consultation Council), the faculty Accreditation Chairs, and administrative Accreditation Liaison Officer.

B. Assessment of Student Learning and Administrative Unit Outcomes
Student learning outcome (SLO) assessments are reported at the end of each academic session and administrative unit outcome assessments are reported annually in May. The Director of Institutional Effectiveness will be responsible for monitoring outcome assessment. Currently, the college is using a locally developed system. The college is looking to select a new system to assist in the assessment of student learning and administrative unit outcomes next year. A challenge facing the college (indeed all California Community Colleges) is implementing systems to capture student level success in SLOs to support the disaggregation of SLO data to support disproportionately impacted students.

C. Fiscal Planning
The College is fiscally prudent with its resources. The College develops its annual operating budget through a budgeting process to determine the expenditure requirements under the established strategic direction and integrative planning processes. Yearly budget parameters and assumptions are evaluated and communicated to ensure that all constituent groups understand realistic resource availability. The majority of College's financial resources come from state apportionment which is enrollment driven. Each spring, district revenue is estimated and expenditures are developed based salary and benefit costs, utility rates, staff retirements and vacancies, and other operational needs. Priorities and recommendations developed in this process serve to guide the College in its decisions and yearly resource allocations. The Fiscal Services department implements and oversees the budget. The Fiscal Services department strives to create and support an environment that allows for the business functions of running an institution while working seamlessly with all areas of the campus and insuring that resources are available when needed to enhance student learning. Fiscal Services aims to provide administration support that promotes effective delivery of education and services to student, faculty, and staff.

D. Governance
The Lassen Community College governance structure involves faculty, staff, administration, students, the Governing Board, and the community in the planning and operation of the college.

The governance structure and practices embrace the Lassen Community College values of supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes; promoting mutual respect and trust through open communication and actions; and fostering integrity as the foundation for all we do. The Governing Board is the final authority for governance at Lassen Community College. The Governing Board delegates authority to the Superintendent/ President who in turn solicits and receives input through the participatory governance decision-making process.

E. Grant Development/Coordination
Grant development is primarily the responsibility of the Grant Development Team comprised of the Chief Instructional Officer, Chief Student Services Officer, the two Deans of Instructional Services, Chief Business Officer, and the Office of Institutional Effectiveness. Coordination and management of grants is the responsibility of the individual identified in the grant or those individuals assigned by Lassen College. The College is engaged in actively pursuing grant funding to supplement the general fund.

F. Institutional Planning
As required by regulation, the College's financial planning includes both short-term and long-term goals and

objectives, provides for broad-based-input, and is coordinated with educational planning.

The Comprehensive Institutional Master Plan is a five-year plan that is updated and sent to the Governing Board for acceptance annually. The institutional planning and budget development process begins with the program review process, which utilizes student learning and administrative outcome assessments as the mechanism to justify recommendations. The program reviews provide the unit level planning documents for Lassen Community College. The program goals and objectives as well as recommendations and budget requests developed during the review process integrate into the various planning sections of the Comprehensive Institutional Master Plan.

G. Organizational Structure
The organizational structure of the College is depicted graphically in organization charts for each institutional area: President, Academic Services, Administrative Services and Student Services. The organizational charts are updated at least annually following the July board meeting for incorporation into the Participatory Governance Handbook.

H. Marketing
The Marketing Director is responsible for the functions of marketing and public information. Marketing and public information efforts are intended to help the College reach its annual student enrollment goals and to provide informational materials to students and the community. The Outreach Coordinator utilizes social media and explores alternative methods of building and promoting the campus awareness. All of these efforts help accomplish stable enrollment, which helps to generate the maximum level of State apportionment funding necessary for the continued smooth operation of the College and its services.

I. Program Review
The process for instructional program review is articulated in the Instructional Program Review Handbook periodically reviewed and updated by the Academic Senate. The process for non-instructional program review is articulated in the Non-instructional Program Review Handbook periodically reviewed and updated by the President's Cabinet. Career technical education instructional programs are reviewed every two years while academic instructional and non-instructional programs are reviewed every four years. Annual updates are submitted during all years outside program review years.

J. Research
The Institutional Effectiveness and Research department addresses, both directly and indirectly, those functions that ensure careful planning for and data-informed decision-making in maximizing student access and success in support of Lassen College's Strategic Plan.

K. Resource Development/Lassen College Foundation
The Lassen College Foundation, Inc. is an auxiliary organization of the college. The foundation provides financial support to the college for scholarships, innovative programs, and resources on campus and in the district. The foundation builds relationships in the community that enhance financial and educational investments in the college. The Director of Development, Alumni, and Community Relations, who reports to the Superintendent/President, provides long range strategic planning and day to day administration of the foundation.

IV. DESIRED OUTCOMES

A. Accreditation

Accreditation signifies that an institution meets or exceeds minimum levels of institutional effectiveness. All strategies outlined help the institution meet the standards required by the ACCJC. As deviations from standards are discovered, LCC must assign appropriate resources to any area that is below standard. **Further, Institutional reporting to the ACCJC must continue in a timely manner**. Accomplishing the items in the table below will help LCC maintain its accredited status:

Outcome	Year	Item #
Timely reporting to the ACCJC	2021-22	3, 8
	2022-23	15
	2023-24	
	2024-25	
	2025-26	

B. Assessment of Student Learning and Administrative Unit Outcomes

Assessment of SLOs and AUOs is the foundational point for program improvement and incrementally leads to the improvement of the college as a whole. **Therefore, LCC needs to provide both academic and administrative decision makers with a platform to input and store outcomes, measures of progress, action plans, and evaluation of plans. LCC needs to foster a climate that encourages the use of SLOs and AUOs assessment in decision making.** Accomplishing the items in the table below will lead to the achievement of these outcomes:

Outcome	Year	Item #
SLO AUO platform	2021-22	3
	2022-23	15
	2023-24	
	2024-25	
	2025-26	
Climate of assessment in decision making	2021-22	1, 6
	2022-23	
	2023-24	
	2024-25	
	2025-26	

C. Integration of Learning, Planning, and Resource Allocation

Student learning is at the core of the LCC mission statement. As such, planning and resource allocation need to be tied to learning in order for the institution to achieve its mission. **Therefore, LCC faculty and staff will use assessment results when creating plans and resources will be allocated to support those plans with the greatest institutional benefit.** In order to achieve this goal, LCC needs a culture of assessment, transparency, and open communication. Accomplishing the items in the table below will foster the creation of that culture:

Outcome	Year	Item #
Integration of learning, planning and resource allocation	2021-22	3, 4, 9, 10
	2022-23	15
	2023-24	
	2024-25	
	2025-26	

D. Governance

Lassen College's governance system is the mechanism for collegial administration of the institution. **In order for participatory governance to be viable, the board, faculty, staff, student government, and administration need to be knowledgeable of policy, law, and available practices. Further, all constituencies need to maintain open dialogue and respect.** Annual surveys completed by faculty, staff, students, and administration are used to measure the effectiveness of LCC's participatory governance structure. Survey results are used by various campus committees to spark ideas for improving college governance.

Lassen College developed an action plan in 2021-22 resourced by $200,000 from the Institutional Effectiveness Partnership Initiative. Areas of focus for the plan are Educational Master Planning/Integrated Planning Process, Strategic Enrollment Management, and Professional Development. Accomplishing the goals of the IEPI will foster an improved integrated planning process to include improved master plans for education and strategic enrollment management.

E. Grant Development/Coordination

LCC has the goal of increasing the percentage of college funding supported by grants. While additional revenue will help the district achieve its mission, grants generally only provide funds for a limited duration and very specific outcomes. Due to this volatility, it is important that LCC carefully evaluate grant opportunities before taking them on. LCC has approved a vetting process for grant opportunities for maintenance of effort, long term effects, ongoing personnel, budget impact, and grant goal fit with the goals of the institution. Recommend the grant vetting process be included in both the Shared Governance Handbook and the Budget Planning Development Handbook. Proper management of these grants is key. **While a grant team approach makes sense now, as grant funding begins to have a larger impact on district resources, an evaluation of the need for a grant coordinator to manage and solicit grants should be undertaken.**

Outcome	Year	Item #
Increased grant funding	2021-22	5, 7, 12
	2022-23	12
	2023-24	12
	2024-25	12
	2025-26	12
Well managed grants	2021-22	5, 7, 12
	2022-23	12
	2023-24	12
	2024-25	12
	2025-26	12

F. Organizational Structure

District personnel expenditures represent approximately 80 percent of district expenses and 75 percent of revenue. Given the magnitude of these expenditures, it is imperative that the district allocate personnel resources in the most effective manner possible. While determination of workforce rests with district administration, this does not absolve administration from making workforce decisions that account for budget, college planning, and consultation through the participatory governance process. **Therefore, LCC administration should have a method of communicating with college constituencies to determine district workforce need.** Master Plans, Consultation Council, and President's cabinet provide opportunity for communication regarding workforce planning.

There are no recommended strategies for this area at this time.

G. Program Review

Program review is the process which college programs evaluate their performance and develop plans for the future. Budgets and assessment need to be linked to the planning process and data should be the foundation for developing the program reviews. **Improving campus access to transparent data will help program review writers create more effective plans.**

Outcome	Year	Item #
Improved Information, transparency and efficacy	2021-22	1, 3, 9
	2022-23	9, 15
	2023-24	9
	2024-25	9
	2025-26	9
SLO AUO platform	2021-22	1, 3, 9
	2022-23	9, 15
	2023-24	9
	2024-25	9
	2025-26	9

H. Research

To most effectively utilize resources, the college must have accurate and timely information in a format that is actionable. **The Institutional Effectiveness and Research department will work to improve information transparency to support institutional decision making.** The following goals were designed to increase transparency and efficacy.

Outcome	Year	Item #
Improved Information, transparency and efficacy	2021-22	1, 3
	2022-23	14, 15
	2023-24	
	2024-25	
	2025-26	

Recommendations for objectives to be added to the 2021-2026 Comprehensive Institutional Master Plan:

Strategic Goal # 1 (Institutional Effectiveness): Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support the learning environment, while ensuring responsible stewardship of public trust and resources.

1. Improve institutional effectiveness through the ongoing systematic documentation of adherence to eligibility requirements and accreditation standards and through the completion and timely submission of all requested reports to the Accrediting Commission.

2. Improve institutional effectiveness through financial planning to develop fiscal resources adequate to support student learning programs and services and to assure long-term financial stability.

3. Create a marketing plan with a focus on stabilizing revenue from apportionment and out of state fees.

4. Evaluate the need for a grant coordinator to manage and solicit grants as grant funding begins to have a larger impact on district resources.

5. Evaluate student completion and success based on timing of course enrollment (late starts) during the semester (2015 Work Experience IPR, 2013 Human Services IPR)

6. Design a process to track job placement and retention (employment retention) of students (2013 Gunsmithing IPR)

7. Assess the relationship between poor attendance and lack of success in mathematics and science courses. Identify the causative factors contributing to poor attendance (2014 & 2018 Natural Science / Math IPR). Audit data for discrepancies within the budget and FTES categorization (2013 Gunsmithing

INSTITUTIONAL EFFECTIVENESS STAFFING PROPOSAL 2021-2022
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Area	Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Priority	Notes
AS	IE NIPR 2016	1, 3, 4		Research Analyst	2021-22	$95,000	Full Time Research Analyst	1	Essential due to new Student Centered Funding Formula
P	2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2021-22	$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	2	
P	2014 Marketing & Public Information NIPR	1,3		Web Master Position	2021-22	$95,000	One person dedicated to the web needs of the college	3	
	2014 Governance Annual Update	1, 3		Review the need to add or restructure administrative assistant support for governance	2021-22	$75,000	Improved Governance process	4	If restructure administrative assistant support then budget item is not needed

INSTITUTIONAL EFFECTIVENSS BUDGET PRIORITIZATION – Ongoing Expenditures Proposal 2021-2026

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Fund Source	Notes
ACCJC Requirements 1 & 2	1,2		Software for tracking SLO, ISLO, PSLO	2021-2022	$25,000	Assessment of SLO, ISLO, PSLO		1		
2014 Fiscal Services NIPR	3		Business Office travel training budget by $3,000	2019-20-	$3,000 Ongoing			2		

INSTITUTIONAL EFFECTIVENSS BUDGET PRIORITIZATION – Ongoing Expenditures Proposal 2021-2026

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Fund Source	Notes
ACCJC Requirements 1 & 2	1,2		Software for tracking SLO, ISLO, PSLO	2021-2022	$75,000	Assessment of SLO, ISLO, PSLO		1		
2020 Business IPR	3		Data accuracy/relevance	2020-2021	$25,000	More accurate and informative IPR		2		
2017-2018 EOPS/CARE NIPR	1,3,4		Effective Student Educational Planning tool and training	2019-20	up to $50,000	Increase student retention and completion		3		
2017-2018 EOPS/CARE NIPR	1,3,4		Live data tracking system for Student Services	2019-20	up to $20,000	Understanding of KPI and increased response to meet student needs for successful completion of program		4		

INSTITUTIONAL EFFECTIVENESS ACTION PLANS

			Institutional Effectiveness Action Plan 2021-2022 – 17 Strategies				
Item #	Strat Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
1	1	1.5	Research and identify new key performance measure dashboard tool	Improved accessibility and reliability of data	Fall 2021	Director of Institutional Effectiveness	Identify and ready to implement new dashboard tool.
2			Job Placement Data for CTE Programs from CCC provided websites	Increase Faculty access to available job placement data	Fall 2021	Director of Institutional Effectiveness	All CTE faculty have access to job placement data by Fall 2021
3	2		Research and identify new SLO/AUO reporting solution	Improved SLO/AUO data for IPRs	Fall 2021	Director of Institutional Effectiveness	Identify and ready to implement new SLO/AUO reporting solution.
4	2	2.1	Expand EMP to include a section on enrollment management with outcomes, actionable plans for enrollment expectations, and increased retention. Strategic Enrollment Management Plan – Five year Strategic Enrollment Management Plan.	A vetted and actionable plan to improve Institutional stability	Spring 2022	Academic Planning Committee	Actionable enrollment management document implemented/adopted.
5	1	1.4	Evaluate grant performance and need for grant coordinator.	Determine if institution is achieving goals related to grants	Spring 2022	Cabinet	Report to campus with action items
6	3,4	1.6	Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report.	Greater institutional understanding of LCC employee and student perspectives	Fall 2021	Director of Institutional Effectiveness Guided Pathways Team	Ensure recommendations are being used in planning process.
7	1	1.4	Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission.	Improved Student Learning Program and Services Methodologies	Spring 2022	Grant Writing Team	Title III Grant

8	1	1.1	Submit follow-up ACCJC report	Completed report that meets all ACCJC requirements	Summer 2021	ALO	Reaffirmation of accreditation
9	1	1.5 1.6	Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.	Increased dialogue about and meaningful assessment of outcomes	Multi-year goal	Director of Institutional Effectiveness; Human Resources	Improved incorporation of recommendations based on outcome assessment data in program reviews. Increased user satisfaction with LCC services.
10	1	1.6	Continue regular training opportunities at the beginning of each academic year to encourage an understanding of collaboration and participatory governance.	Wider acceptance and institutionalization of the core principles of participatory governance; Improved campus community relations	Multi-year goal	Academic Senate; Consultation Council: Director of Institutional Effectiveness	Trainings completed and increased satisfaction rate on the annual evaluation.
11	1,4	1.6	Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan	Increase Access and Retention: Stabilize Reserve and Enrollment	Multi-Year Goal	Director of Institutional Effectiveness Guided Pathway Team Division Chairs	Complete implementation of Guided Pathways plan with action steps
12	3	3.1	Ensure grant opportunities are being used to financially support professional development.	Increased professional development opportunities through ability to bring in outside presenters	Multi-year Goal	Director of Human Resources; LCC Cabinet	Increased number of outside presenter with increase participation by campus staff
13	1, 2, 4	1,4	Assess primary contributing factors to low success rates in mathematics and science courses.	Increased success rates through data-driven research outcomes.	Spring 2022	Director of Institutional Effectiveness	Improve student success and retention

**Institutional Effectiveness Action Plan 2022-2023 – 5 Strategies**

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
14	1	1.5	Implement new Key Performance Indicator dashboard reporting solution for use by LCC stakeholders	Improved accessibility and reliability of data	Fall 2022	Director of Institutional Effectiveness	Data informed decisions
15	1	1.5	Implement new SLO/AUO reporting solution	Improved SLO/AUO data and access for IPRs	Fall 2022	Director of Institutional Effectiveness	Improve SLO/AUO data reporting rate; improved institutional access to slo/auo data

**Institutional Effectiveness Action Plan 2023-2024 – 1 Strategy**

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
16	4	4.1	Evaluate and Update Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

**Institutional Effectiveness Action Plan 2024-2025 – 1 Strategy**

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
17	4	4.1	Implement Updated Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

**Institutional Effectiveness Action Plan 2025-2026 – 1 Strategy**

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
18	4	4.1	Implement Updated Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

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LASSEN COMMUNITY COLLEGE

STUDENT SERVICES MASTER PLAN

2021-2026

Approved by Student Services Master Planning Committee – April 19, 2021

Approved by Consultation Council – April 26, 2021

Section IV – Five Master Plans

1. ## Student Services Master Plan and Student Services Staffing Plan

V.   INTRODUCTION

The Student Services Master Plan highlights the services needed to maximize the student experience through a variety of key student support services. The Educational Master Plan initiatives in professional development, capacity building, program development, outreach implementation and capital development have essential ties and implications for the Student Services Master Plan. The responsibility for the development of the Student Services Master Plan is reviewed by the Student Services Planning Committee. The plan is then forwarded to the Consultation Council for inclusion in the Comprehensive Institutional Master Plan.

Student Services Vision: Lassen Community College will provide comprehensive services leading students towards academic and career success.

Key Components for Student Support Services
- • Student Success and Support
    - Registration Support Services
    - Assessment and Academic Advising
    - Orientation
    - Education Plan
    - Early Warning and Retention Alert Systems
- • Counseling and Guidance
- • Work-Study, CalWORKs and Work Experience Referral
- • Academic Support Services/Supplemental Instruction/Tutoring
- • Articulation
- • Transfer Readiness
    - Transcript Evaluations
    - Transfer Activities and Events
- • Programs for Targeted Populations
    - Disabled Students Programs and Services
    - CalWORKs
    - Extended Opportunities Programs and Services/CARE
    - Child Development Center
    - Kinship Care
    - Independent Living Program (Foster Youth)
    - Veterans
    - Equity (Disproportionately Impacted Populations)
    - Incarcerated Students
- • Admissions and Records

- Admissions
- Records and Attendance Accounting
- Financial Aid
  - Aid Processing and FAFSA processing
  - Loan Processing
  - VA Benefits
  - Federal Work Study Processing
  - Scholarship Processing
  - Financial Aid Outreach
- Student Affairs, Leadership and Governance
  - Associated Student Body
  - Club Leadership
  - Student Leadership Development
  - Student life and Activities
  - Student Ambassadors
- Residential Services
- Student Recognition Programming
  - Annual Student Achievement Awards
  - Honors Lists (Deans, VP, Presidents)
- Outreach Services

  - College and Career Fairs
  - Pre K-12 School Relations
  - Advertising for registration
  - Reg-To-Go program Coordination
  - County Fair Coordination
  - Discover Lassen College

- Probation and Academic Disqualification Advising Services
- Mental Health Services
  - Mental Health Coordinator
  - Behavioral Intervention Team

VI.   STUDENT SERVICES PLANNING COMMITTEE

The Student Services Planning Committee is comprised of employees from a variety of different areas and disciplines on campus. The committee consists of two administrators, five faculty members, two classified, two confidential/management, and one student. The chief role of the committee is the discussion of the Student Services Master Plan and making recommendations to address the needs of LCC Student Services operations. This committee also oversees the creation of the Equity Plan.

The Student Services Planning Committee uses the mission statement, strategic goals of LCC, and the non-instructional program reviews to guide and direct the creation of the Student Services Master Plan each year. The recommendations are derived from the most recent approved non-instructional program reviews and annual updates done in 2017-2018 which include the following: Kinship Care; Admissions and Records; Financial Aid; EOP&S/CARE; DSP&S; Assessment, Counseling, Student Success and Transfer; Child Development Center; ILP; Student and Residential Life; CalWORKs/TANF; Outreach.

The Student Services Master Plan is composed of the five annual action plans that start in academic year 2021-2022 and ends in academic year 2025-2026. Each year the Student Services Master Plan is reevaluated and updated. The plan is then presented to Consultation Council for approval.

STUDENT SERVICES PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the Student Services Master Planning Committee during academic year 2020-2021:

Hasib Azhand - Faculty
Thomas Rogers - Faculty
Carrie Camacho - Administration
Heather DelCarlo - Classified
Tara Harkema - Classified
Janet Marinoni - Faculty
Carol Montgomery - Classified
Davis Murphy - Administration
Brady Reed - Administration
Jennifer Tupper - Management
Celeste Wiser – Faculty
Thomas Kareck-Faculty

VII.   2021-2026 STUDENT SERVICES ENCOMPASSING ELEMENTS

The Student Services Master Plan articulates a pathway to maximize the student experience through five all-encompassing elements: Professional Development, Capacity Building, Program Development, Outreach Implementation, and Vision: Institutional Development. This pathway is the driving force behind all college planning and implements the college mission statement, identifies recommendations made through instructional program reviews, and utilizes strategic goals approved by the Governing Board.

Element I – Professional Development

Providing adequate training for employees is essential to maintaining a high quality institution. Therefore, it is essential that staff and faculty in Student Services be provided with the opportunity to receive professional development both on campus and off campus. This professional development must cover a wide array of topics that are pertinent to Student Services staff and help to improve services to students. With the implementation of Guided Pathways there needs to be an emphasis on career development and training for all staff and faculty across campus. Lassen College has a diverse population of students. Multicultural, gender and equity training needs to be provided to help us better serve our students. Mental Health training is also critical to staff and faculty in helping to recognize the challenges and dangers that many of our students face. These trainings could be provided by those familiar with these issues on campus but also by outside groups like On Course, RP Group, EdOptics and others that specialize in professional development to staff and faculty. Funding could be provided by SSSP, Equity and other sources.

Element II - Capacity Building

While the instructional programs engineer the delivery of curriculum using innovative delivery systems, student services must also be engineered to deliver services using innovative and relevant technology. The college will build in both instruction and student services its capacity to maximize the student experience utilizing the power of technology that is both user friendly and current to meet the needs of students. Text messaging, student planning, document imaging, early alert, Starfish, Maxient and others systems that are being used on campus must be fully utilized. Training needs to be provided to more fully implement these educational tools to serve students. Wi-Fi needs to be improved across campus and make the entire campus an access point for Wi-Fi. Other areas to focus on would be other components of Starfish including early alert, educational planning, Canvas, etc. Other services would include online financial aid services, phone applications for students, and fillable online forms for all student forms. Focus also should be put into improving the website to allow for greater access to resources and services available at LCC.

Element III - Program Development

Student Services will partner with new academic endeavors and programs of study to maximize the services needed for students to get advising, educational planning, orientation, career development, job placement, counseling, assessment, registration services and financial aid. Students taking courses in blended delivery programs will need different patterns of access to student services. These services are offered by providing counseling services at a distance using online advising, correspondence/incarcerated counseling, and designated counselors to local high schools. Impacted academic programs require different patterns of enrollment advising. Student Services will be integral in the successful implementation of goals for SSSP and Student Equity and utilizing the funding sources to best serve students. There is a need for Lassen College students to have greater access to four year institutions. Partnering with an institution(s) such as CSU Chico, UC Davis, UNR, or Southern Oregon University to provide bridge programs at LCC would be ideal. Expansion of our Allied Health offerings would prove beneficial to students as they are popular programs. Perhaps the most important area to focus on though would be math acceleration and improving student success in math. Accelerating math to only one level below transfer as well as providing embedded tutoring and other support services are essential to the success of LCC students and compliance with AB 705. The Chancellor's office requires students complete transfer level English and math in one year.

Element IV – Outreach Implementation

The increase in on-line courses and continuation of correspondence instruction and the increase of face to face instruction and student support services of incarcerated students extends the geographic reach of the campus while requiring student services to improve our communication with students via an effective electronic interface. The expansion of diversity via more targeted international and out-of-state student recruitment will require student services to become more accommodating to students with strong cultural and language differences as well as providing showcases for the cultural traditions brought by students with more diversity. Local outreach will occur as well with more focus being placed on Cash for College at our local schools, outreach events (Discover Lassen College, 8th grade Week, etc..) and expansion of the Kinship workshops to meet the Resource Family Approval Guidelines. The Student Equity Plan calls for increased access to underrepresented groups on campus. These groups include: women, Native Americans, and Veterans. Students Services will work in conjunction with academics, student equity and other relevant groups to increase access to these underrepresented groups at LCC. LCC is in need of marketing

director/specialist. This person would be in charge of rebranding/advertising LCC. It would also provide a point person for marketing of the website and upkeep of it. This position would provide a consistent message thorough our website, social media and print media.

Element V – Capital Development

Capital development is the upkeep, expansion, and creation of facilities and also the utilization of capital already located on campus. Some of the visions for student services regarding capital development include: Infrastructure upgrade (air conditioning and infrastructure repair), relocation of student services from the Vocational Tech building to a new facility that would allow all of student services to be in one building together. This relocation would meet the goals of Guided Pathways and be a more efficient and effective way to serve students in a manner that is conducive for their learning and goals. A plan should be created with facilities to determine a feasible location such as the Humanities building which is in the center of campus and would be better served as a Student Services location. A dedicated space for mental health services needs to be identified to accommodate the addition of the Mental Health Coordinator. The Saint Marie Residence Hall has been undergoing renovations to bring the building up to code and to create an environment that fosters student success and healthy living. Some rooms have been renovated and each year more will continue to be renovated. The common lounge is being renovated to make it safer and more student friendly. Following these projects, space needs to be evaluated to add an exercise facility, a small computer lab and other possible upgrades. A better security camera system is also going to be installed in the dorms. The discussion of the potential need for another residence hall has occurred and pertinent data needs to be gathered to determine its feasibility. Other campus needs include a lactation lounge dedicated for breastfeeding mothers, baby changing stations in restrooms, and better signage all across campus. As a whole the campus had been lacking in much needed student focused activities, and places for students to engage and congregate but with the addition of the Director of Orientation and Success as well as funds to facilitate these activities have greatly improved student engagement and involvement. Other dedicated student spaces need to be evaluated and determined.

STUDENT SERVICES BUDGET PRIORITIZATION- Staffing Proposal 2021-2022
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Athletics	2, 3, 4		Funds for Paid Assistant Coaches	2021-2022	$60,000		2	2		
Counseling	4		Student Success Support Admin Assistant	2021-2022	$46,863.26 (salary and benefits)	Approved, in progress	1	1		Possibly Funding in Categorical
Counseling	4		Counselor (additional incarcerated counselor)	2021-2022	$125,000 (salary and benefits)	Serve our growing incarcerated program	2	3		Possibly Funding in Categorical

STUDENT SERVICES BUDGET PRIORITIZATION- Ongoing Expenditures 2021-2022
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
A&R	4		Increase Travel Budget	2021-2022	$5,000	Training and Outreach	2	4		Possibly Funding in Categorical
Athletics	4		Funds for Athletic Recruiting		$10,000		1	1		
EOPS	3, 4		CARE Conference funds	2021-2022	$5,000.00	Skill building for CARE students and close equity gap for many of our female students	1	3		Possibly Funding in Categorical
EOPS	2, 3, 4		Lending Library funds; including laptops	2021-2022	$10,000.00	OER/textbooks for students	2	2		Possibly Funding in Categorical

STUDENT SERVICES BUDGET PRIORITIZATION- One Time Expenditures 2021-2022
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
A&R	2		Additional Scanners	2021-2022	$12,000 / yearly cost	Increase Efficiency	1	5	A&R	
CalWORKs	1		ADA compliant doors (bathrooms, office, etc.)	2021-2022	$100,000.00	Access for all students	1	6		
CalWORKS	1		Lactation rooms on campus	2021-2022	Need space (cost 0) Small refrigerator ($100) Minor repairs to space ($200)	Meet current educational code and state laws Education Code Section 222 222. (a) A school operated by a school district or a county office of education, the California School for the Deaf, the California School for the Blind, and a charter school shall provide reasonable accommodations to a lactating pupil on a school campus to express breast milk, breast-feed an infant child, or address other needs related to breast-feeding. Reasonable accommodations under this section include, but are not limited to, all of the following: (1) Access to a private and secure room, other than a restroom, to express breast milk or breast-feed an infant child. (2) Permission to bring onto a school campus a breast pump and any other equipment used to express breast milk. (3) Access to a power source for a breast pump or any other equipment used to express breast milk. (4) Access to a place to store expressed breast milk safely.	2	7		

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Outreach	3		Purchase Contact Management Program	2021-2022	$5,000.00	Allow for contact gathered through recruiting to be effectively managed	1	4	Outreach	
Outreach	3		Budget to purchase Intersect other digital advertising platform	2021-2022	$13,500.00	Increase presence among high school students while looking for colleges and open up additional communication avenues	2	3	Outreach	Possibly Funding in Categorical
Residence Hall	3		Backup Generator	2021-2022	$150,000	Safety and security during power outages	1	1	Residence Hall	
Residence Hall	3		Completion of public restroom in dorm	2021-2022	$20,000	Better living environment	2	2	Residence Hall	

STUDENT SERVICES BUDGET PRIORITIZATION- Non-Prioritized Expenditures 2021-2026
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
Athletics	3		Led Lights in Gym + labor estimated	2021-2026	$17,000				
Athletics	3		Industrial washer and dryer + labor estimated	2021-2026	$22,000				
Athletics	3		Floor covering and roll rack for gym floor	2021-2026	$8,864				
Athletics	3		Fencing (softball) fence slats (soccer)	2021-2026	$8,056				
Athletics	3		HUDL Camera	2021-2026	$3,000				
Athletics	3		Shoot –Around Machine	2021-2026	$6,000				
Athletics	3		Uniforms and Warm-ups for Various Sports	2021-2026	$35,700				
Athletics	3		Wrestling Protective Headgear	2021-2026	$2,100				
Athletics	3		Additional Chairs/Rack for Gym Floor	2021-2026	$5,300				
Athletics	3		Whirlpool Replacement -training room	2021-2026	$5,000				

Department	Priority		Item	Years	Cost	Rationale			Categorical
Athletics	3		Funds for Athletic Professional Development	2021-2026	$25,000				
Athletics	3		Conex Box for additional athletic storage	2021-2026	$4,000				
Athletics	3		Repaint Gym	2021-2026	$5,000				
Athletics	3		Led Lights in Gym + labor estimated	2021-2026	$17,000				
A&R	4		Printer in lobby for students	2021-2026	$1,500	Better Serve Our Students			
A&R	4		Computer for Microfiche	2021-2026	$3,000	Productivity			
CalWORKS			Diaper Changing Stations in each building	2021-2026	$500.00	Create family friendly environment			
Counseling	4		Full time General Counselor (veteran/general)	2021-2026	$125,000 (salary and benefits)	To increase the number of students we can serve and meet SB 694 requirements			
Counseling	4		TES/College Source	2021-2026	$5,000 per year	Assist with transcript evaluations, consider as a mandated cost as our department needs this every year			
Counseling	4		Update and Include a section in orientation to complete initial educational plan	2021-2026	$3,000.00	Increase the number of completed initial educational plans and capture those students who register solely online			Categorical
Counseling	4		Ed Plan and 15 to Finish Campaign	2021-2026	$1,500 for advertising materials and $1,000 for a scrolling screen for a total of $2,500	Educate students in the importance of educational plans, increase educational plan completions and decrease the amount of time to complete certificate/degrees			Categorical
Counseling	4		Starfish Promotion Materials	2021-2026	$1,500 for advertising materials	Market Starfish program to staff and students			Categorical
Counseling	4		Career Exploration Software	2021-2026	$6,000.00	Educate and prepare students for the career goal they wish to attain			Categorical
Counseling	4		Increase Travel and Professional Development Funds	2021-2026	$8,000 per year	Increase funds to provide additional professional development opportunities (including			

						veteran auditing process)			
Residence Hall	3		Fitness Room in dorm	2021-2026	$40,000	Better Living Environment			
EMP	2, 3, 4		Dual Enrollment Coordinator	2021-2026	$100,000.00	Increase enrollments out of K-12			General
EOPS	2, 3, 4		Staff Training (mental health & Diversity)	2021-2026	$5,000.00	better services to students			Categorical
EOPS	2, 3, 4		CC Visits – best practices	2021-2026	$2,000.00	Innovative programs and efficiencies			Find out more info, probably categorical
EOPS	3		Improved ADA parking	2021-2026	$5,000	Access for all students no matter ability. ADA compliance.			
EOPS	3		Adequate air conditioning	2021-2026	$150,000 to install condenser in CA	Safe and effective environment for students and staff for learning and work			
EOPS	3		Power Outlets & Data ports	2021-2026	In-kind – maintenance	Full use of office areas and student spaces – install equipment for information kiosks			
EOPS	3		Running Water/sink	2021-2026	$5,000	Hand washing station for health and safety as well as access for safe food handling			
FA & Admissions	3		Office Furniture & Chairs	2021-2026	$14,000.00				
Outreach	3, 4		Increase Supplies Budget	2021-2026	(+$10,000) ($5,000 for student success coordinator)	Ongoing updates of material			General
Outreach	3		Increase Travel Budget	2021-2026	(+$10,000) ($5,000 for student success coordinator)	Increase state, national and international awareness and enrollment			General
Outreach	3		Professional Development Events	**2021-2026**	($3,000 ($1,500 for current Coordinator and $1,500 for additional Outreach Coordinator)	Outreach Coordinators who are more aware of the ever changing incoming student populations and their challenges and who are better able to assist potential students			
Outreach	3		Game Room in dorm	2021-2026	$30,000	Better Living Environment			
Outreach	3		Buzzer system for east entrance	2021-2026	$300	Safety and security			

Residence Hall	3		Lights on north and south exterior walls	2021-2026	$960	Improved safety and security		
Residence Hall	3		Video surveillance on North, South exterior walls & entrance to campus	2021-2026	$900	Improved safety and security		
Residence Hall	3		Video Surveillance system	2021-2026	$1800	Improved safety and security		
Residence Hall	3		Monitor and video feed from video surveillance in RA Office	2021-2026	$500	Improved safety and security		
Residence Hall	3		Nighttime Security Officer	2021-2026	$61,440.92	Increased safety and security		
Residence Hall	4		Mailroom in Residence Hall	2021-2026	$20,000	Better Living Environment		
Residence Hall	3		Air Conditioning	2021-2026	$7,140	Better living Accommodations		Find out more info
Residence Hall	4		New desks and chairs	2021-2026	$47,628	Better working environment		
Residence Hall	3		New Dressers	2021-2026	$33,000	Better living Accommodations		
Residence Hall	3		Proxy card key locks	2021-2026	$7,800	Ensured safety and security		
Residence Hall	3		New Pool Table	2021-2026	$1,999.99	Increased opportunity for activity		
Residence Hall	3		Completion of Laundry Room	2021-2026	$1,000	Better Living Environment		
Residence Hall	4		Computer lab in dorm	2021-2026	$40,000	Additional Study Area		
Residence Hall	3		Vending machines	2021-2026	$1,500	Other opportunities to get something to eat or drink		
Residence Hall	3		Backboards on Basketball court behind dorm replaced	2021-2026	$1,600	Increased opportunity for activity		
Residence Hall	3		Change machine in laundry area	2021-2026	$782	Better living accommodations		
Residence Hall	3		Bigger BBQs	2021-2026	$1,300	Great for moral, and popular among residents		
Residence Hall	3		Windows in RA Office	2021-2026	$5,017	Improved security and safety		Get info
Residence Hall	3		Storage room for intramural and dorm equipment	2021-2026	$10,000	Security of equipment		

Residence Hall, Counseling & OSS	4		Digital Signage/Wayfinding	2021-2026	$100,000	Quick and easy way to disseminate information across campus			
Student Services	3		Restructure Student Services: Relocated Transfer/Career Center ($56,000); Increase Counseling Dept Space (no cost to relocate); Restructure A&R ($20,000); Restructure Financial Aid ($20,000)	2021-2026	$96,000.00	Move Assessment Technician and Transfer Center work space utilization to new location; Computer chairs for testers-assessment (requested in 2012 NIPR, but have increased from 6 testing seats to 10 to accommodate the transition to include career component); FA & Admissions: Safety, Confidentiality and better serve our students			

The Student Services Master Plan Action Plan for 2021-2026 consists of five major emphases or foci:

STUDENT SERVICES ACTION PLANS

		Student Services Action Plan 2021-2022 – 7 Strategies				
Goal	**Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Performance Measures**
4		**Outreach Implementation- Financial Aid** • Assess and implement steps to increase student access and the actual awarding of financial aid	Increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students completing a FAFSA	2021-2022	-Director of Financial Aid -V.P. of Administrative Services	Payment of partial Pell before school starts.-**Completed and ongoing** More outreach activities for financial aid-**In progress and ongoing**
3		**Program Development-** • Implement goals of the Student Equity Plan to increase access and success of target populations.	Increase the access, retention, completion, and transfer rates of all women, veterans, Native Americans and foster youth.	2021-2022	-Dean of Student Services -Assoc. Dean Student Services- V.P. of Academic Services -Director of Institutional Effectiveness and Research -Division Chairs -Student Services Management Group	An increase of students in all areas of the Student Equity Report. **In progress. We have identified new DI groups.**
3		Program Development- Program Review • **Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students**	Staffing and other resource request will be prioritized.	2021-2022	**-Dean of Student Services** **-V.P. of Academic Services** -Student Services Management Group	Timely completion of all student services NIPR's- **In progress and will be completed by the end of 2021.** Filling of open positions-**In progress**
3/4		**Capacity Building- Technology Improvement** Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling: • Scanning technology for student records • Improved communication for FASFA information	To improve efficiency and effectiveness	2021-2022	-Dean of Student Services -Assoc Dean of Student Services -Admissions and Records -Financial Aid -Counseling Department	Prioritize important technology needs so that they may be potentially approved for funding. - **Prioritized and should be completed by the end of 2021.**

		- Document imaging - Starfish - E-communications in all Student Services departments			
4		Program Development- Student Life **Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs.** **Utilize existing management in Student Services to improve our student affairs supervision to** **coordinate clubs (i.e. new international club)** **develop an advisors manual for student organizations and clubs** **help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies** **assist in student leadership development, prepare and work with club advisors** **Dirt walking trail** **Drug Prevention**	To improve the sense of community on campus for students, staff and faculty and to improve the diversity of student experiences on campus	2021-2022	**-Dean of Student Services** **-V.P. of Academic Services** -Outreach Coordinator -Director of Athletic Operations	Resource and equip club advisors. Coordinate an annual calendar of activities, club events, ASB meetings and forums, etc. Have ASB functioning and regularly providing events each year. Utilize the Outreach Coordinator to recruit international students from a variety of countries around the world. Increase intramural program that serves students with varying extracurricular interests. **The infrastructure has been put in place and job descriptions now include these duties. Reset for 2021-2022**
1/4		Program Development- Student Success **The development of an early alert system to identify students who are struggling in their classes and help them to succeed.** **Data driven student messaging system pulled from Open CCC Apply and FAFSA**-N/A	A system to identify earlier students who are struggling in their classes.	2021-2022	**-Dean of Student Services** **-V.P. of Academic Services**	Dean of Student Services, faculty, counseling staff and admissions & records staff will meet to discuss possibilities. **Have implemented Starfish.** **Modified bullet point two to implement automatic email responses to student inquiry on CCC apply.**

		Capital Development- Student Life and Access • **Replace carpet in DSPS and remodel lab area for effective use –** completed • **Finish Recreation in Dorms-** completed • **Finish weight room, computer lab, and remodel of one end of dorms for student life.- not completed** • **Continue remodel of rooms.-** not completed • **Refinish Playground for CDC.-** N/A • **Nursing Lounge for mothers**.- In NIPR • **Veterans Center.-**In progress • **Add changing tables in bathrooms.-** In NIPR • **Redo bathrooms to be ADA compliant.-**should be in facilities master plan.	Increased student life, safety and access for students with disabilities.	2021-2022	**Dean of Student Services** **Director of Facilities**	Scheduled plan of all projects and timelines for completion. **In progress and ongoing**
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Completed Items

| 4 | | **Outreach Implementation- Financial Aid**
• Assess and implement steps to increase student access and the actual awarding of financial aid | Increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students completing a FAFSA | 2018-2019 | -Director of Financial Aid
-V.P. of Administrative Services | Payment of partial Pell before school starts.-**Completed and ongoing**

More outreach activities for financial aid-**In progress and ongoing** |

Student Services Plan 2022-2023 – 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review • **Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students**	Review and utilize position openings as opportunities to improve student services over the next 24 months	2022-2023	**-Dean of Student Services** Management Group	**Positions in NIPR. NIPR's will be completed by the end of this year.**
2		Professional Development- Online Services • **Training to implement online counseling and other online services.**	Integration of online counseling and student services for a growing online student population	2022-2023	**-Dean of Student Services,**	**We will have a goal of completing this professional development by the end of 2022. Ongoing.**
1		Professional Development- All Staff Training • **Implementation of a Student Services Professional Development plan.**	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year	2022-2023	**-Dean of Student Services**	**We will create yearly goals for professional development for student services. We will concentrate on trainings with regard to equity and online proficiencies in the 2021-2022 school year.**

Student Services Plan 2023-2024 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review • **Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students**	Review and utilize position openings as opportunities to improve student services over the next 24 months	2023-2024	**-Dean of Student Services** -Student Services Management Group	**Will be completed by end of 2021 and ongoing.**
2		Professional Development- Online Services • **Training for online counseling and other online services.**	Integration of online counseling and student services for a growing online student population	2023-2024	**-Dean of Student Services**	**We will have a goal of completing this professional development by the end of 2022. Ongoing.**
1		Professional Development- All Staff Training • **Implementation of a Student Services Professional Development plan**	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year	2023-2024	**-Dean of Student Services**	**We will create yearly goals for professional development for student services. We will concentrate on trainings with regard to equity and online proficiencies in the 2021-2022 school year.**

			Student Services Plan 2024-2025 - 3 Strategies			
Goal	**Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Performance Measures**
3		Program Development- Program Review • **Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students**	Review and utilize position openings as opportunities to improve student services over the next 24 months	2024-2025	**-Dean of Student Services** -Student Services Management Group	**Will be completed by end of 2021 and ongoing.**
2		Professional Development- Online Services • **Training for online counseling and other online services.**	Integration of online counseling and student services for a growing online student population	2024-2025	**-Dean of Student Services**	**We will have a goal of completing this professional development by the end of 2022. Ongoing.**
1		Professional Development- All Staff Training • **Implementation of a Student Services Professional Development plan**	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year	2024-2025	**-Dean of Student Services**	**We will create yearly goals for professional development for student services. We will concentrate on trainings with regard to equity and online proficiencies in the 2021-2022 school year.**

Student Services Plan 2025-2026 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review • **Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students**	Review and utilize position openings as opportunities to improve student services over the next 24 months	2025-2026	**-Dean of Student Services** -Student Services Management Group	**Will be completed by end of 2021 and ongoing.**
2		Professional Development- Online Services • **Training for online counseling and other online services.**	Integration of online counseling and student services for a growing online student population	2025-2026	**-Dean of Student Services**	**We will have a goal of completing this professional development by the end of 2022. Ongoing.**
1		Professional Development- All Staff Training • **Implementation of a Student Services Professional Development plan**	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year	2025-2026	**-Dean of Student Services**	**We will create yearly goals for professional development for student services. We will concentrate on trainings with regard to equity and online proficiencies in the 2021-2022 school year.**

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LASSEN COMMUNITY COLLEGE

INSTITUTIONAL TECHNOLOGY MASTER PLAN

2021-2026

Concultation Council Approved: April 26, 2021

1. Institutional Technology Master Plan

I.   INTRODUCTION

Lassen Community College uses technology to achieve institutional goals for student success and provide a modern telecommunication infrastructure for college staff. The college maintains a full spectrum of technology infrastructure and services, including domain servers, switched fiber network, e-mail Office365 Exchange Hybrid solution, Voice Over IP telephone system including voice mail, fully-equipped desktops/laptops for all full-time employees as well as student labs, configurable anti-virus and anti-spam services, and public Web pages. An integrated administrative software suite, Ellucian Colleague, provides functionality in HR, Finance, and Student applications, and includes a Web self-service interface (Ellucian Portal, Student Self-Service, & WebAdvisor).   The implementation of Hyland's ImageNow document imaging platform has been completed in Financial Aid, Counseling, Admissions & Records, and Human Resources being the first departments. Due to the cyberattack and the loss of this data Lassen College will be reimplementing Hyland's ImageNow document imaging platform. Other departments will implement as soon as feasible. Canvas is the adopted Learning Management System (LMS) platform and is remotely hosted by Instructure. Lassen College is currently in progress of implementing Hobson's Starfish to provide early alert and ed planning solutions. At least twenty-three (23) classrooms have been upgraded with interactive whiteboards, ultra short-throw projectors, document cameras, laptop docking stations and wireless network access designating them as "Smart" Classrooms. Two classrooms (CA113 & HU204) have been setup as distance learning classrooms that will be able to be used with other schools in Lassen County to allow students at those sites to attend classes at Lassen College.

In 2015-16 LCC implemented the first year of the Technology Replacement Plan for desktop/laptop computers, servers and network switches. This plan calls for spending $120,000 annually ($70,000 funded) on desktop/laptop computers, servers, and network equipment with the goal of replacing all computers and servers every 5 years and switches when needed.

In 2020-21 the Information Technology (IT) Department consists of three staff: Director of Information Technology and two Information Technology Specialists supporting servers, network, end user devices (phones, fax, desktops, laptops, and printers). Some technology support functions are contracted externally e.g., Ellucian customizations.

The college-wide Institutional Technology Committee, comprised of members from each constituent group, is charged with the responsibility of addressing institutional technology needs. The Committee develops the Institutional Technology Master Plan and meets to discuss and make recommendations regarding present and future technology needs. Operational technology decisions are also based on IT Department advice and deliberations. The IT Department is subject to the Non-Instructional Program Review (NIPR) cycle, with the last full review in Spring 2021.

The plan focuses on the alignment of institutional technology with curricular needs as outlined in the Educational Master Plan, the ongoing assessment of current technological requirements, oversight and direction of Ellucian Colleague web resources, periodic review of the Lassen Community College website in an effort to ensure that student needs are being met, and prioritization of technology initiatives with emphasis given to meeting students' needs in the classroom and to attracting new students.

II. **INSTITUTIONAL TECHNOLOGY PLANNING COMMITTEE**

The following individuals served as members of the 2021-2022 Institutional Technology Planning Committee:

- Julie Johnston (Management) – Public Relations Officer
- Jackson Ng (Faculty) – Mathematics
- Sharlene Murphy (Faculty) – Academic Resource Center
- Barbara Baston (Faculty) – Counseling
- Logan Merchant (Classified) – Information Technology
- Cathy Harrison (Classified) – Counseling
- David Corley (Management) – Director of Information Technology
- Randy Joslin (Administration) – VP of Admin Services
- <vacant> – Associated Student Body (ASB)

III. 2021-2026 INSTITUTIONAL TECHNOLOGY ENCOMPASSING ELEMENTS

The Institutional Technology Master Plan articulates a pathway of support for the technological needs of the college through five all- encompassing elements: Professional Development, Capacity Building, Program Development, Outreach Implementation, and Capital Development. This pathway coincides with college planning in regards to technological needs and implements the college mission statement, identifies recommendations made through instructional program reviews, and utilizes strategic goals approved by the Governing Board.

Element I – Professional Development

As technology evolves, it is crucial for staff and faculty to develop their knowledge in order to provide the best support and education possible for students. Therefore, training in the available and emerging technology is vital to all personnel.

Element II – Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. As a result, the college recognizes the need for relevant technology. Throughout the next five years, the college will build this capacity in instructional technology and administrative support. This will allow us to most appropriately address the rapidly emerging changes to both instructional delivery and student services.

Element III – Program Development

Institutional technology will grow and evolve as instructional and non-instructional programs require it, providing the infrastructure, support and training required by the other programs.

Element IV – Outreach Implementation

Institutional technology will increase the outreach opportunities of the college over the next five years through its implementation and support of the college's online presence, including web services, social media, Regroup, online classes, online registration, Starfish, and a portal platform. This new technology will allow the college to support students both inside and beyond its geographic region. CCC Mypath has been implemented and is being used in our Application process for prospective students in an effort to provide them useful information at the time they complete their LCC Application.

Element V – Capital Development

The college will review and expand the available wireless network system on campus, enabling access for students and staff to the college resources and Internet resources. The campus safety and security infrastructure needs improvements in a few areas. All network equipment on campus needs to have an Uninterruptable Power Supply (UPS) supporting the power needs of network equipment allowing for at least 1 hour of equipment up time in the event of a power failure. This will allow for all phones to work during that time. Additional security cameras are needed on campus to monitor main corridors and walk ways. Additional network IP clocks need to be installed in all classrooms and other appropriate areas to aid with emergency announcements. With the implementation of video telepresence funded through the USDA Grant it will allow for synchronized distance learning in two classrooms. The college now needs to look into the feasibility of providing more classrooms that are equipped similarly that will allow for zoom participants in classrooms. The security of the IT network and infrastructure needs to be improved and one way will be to implement multifactor authentication for employees accessing network resources.

Institutional Technology Budget Prioritization – Staffing Proposal 2021-2026

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Fund Source	Notes
ITMP	1,3		Information Technology Specialist III	2021-22	$107,000	Hire Information Technology Specialist III Position	1	1	General Fund	
ITMP	1,3		Information Technology Specialist III (reclassification)	2021-22	$8,500	Reclassify existing Information Technology Specialist II employee to a Information Technology Specialist III	2	2	General Fund	
ITMP	1,3		Information Technology Specialist III (reclassification)	2021-22	$8,500	Reclassify existing Information Technology Specialist II employee to a Information Technology Specialist III	3	3	General Fund	
ITMP	1,3		Information Technology Specialist II	2021-22	$97,500	Hire Information Technology Specialist II Position	4	4	General Fund	
IEMP	1,3		Web Master Position	2021-22	$107,000	Hire one person dedicated to the web needs of the college	3	5	General Fund	

Institutional Technology Budget Prioritization – Ongoing Expenditures Proposal 2021-2026

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2016 IT NIPR	3		Increase technology replacement budget	2021-22	$50,000	Keep current with technology and dependability	1	1			
A&R	2		Additional Scanners	2021-22	$1000	Increase Efficiency	5	2			There is a matching One Time Expense

Institutional Technology Budget Prioritization – One Time Expenditures Proposal 2021-2026

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
SSMP	2, 3, 4		Way Finding App (and Signage)	2021-22	$200,000	To appropriately support new and continuing students.	1	7			
2016 IT NIPR	3		Equip all network closets with a UPS to provide at least 1 hour battery backup to support phones and fire alarm panels in the event of a power outage	2021-22	$40,000	Emergency Communication in the event of power outage.	2	1			
SSMP - Outreach	3, 4		Purchase Contact Management Program	2021-22	$5,000.00	Allow for contact gathered through recruiting to be effectively managed	8	2			Not total cost Ongoing expenses?

Outreach	1, 2, 3		Budget to purchase Intersect other digital advertising platform	2021-22	$13,500	Increase presence among high school students while looking for colleges and open up additional communication avenues	2	3		
Residence Hall	3		Installation of Video surveillance cameras on North, South exterior walls & entrance to campus	2021-22	$25,000	Improved safety and security	3	4	dorm?	
Residence Hall	3		Monitor and video feed from video surveillance in RA Office	2021-22	$2000	Improved safety and security	4	5	Dorm?	
A&R	1, 3		Additional Scanners	2021-22	$6000	Increase Efficiency	5	6		There is a matching Ongoing Expense
SSMP	2, 3, 4		Way Finding App (and Signage)	2021-22	$200,000	To appropriately support new and continuing students.	1	7		
2018 Natural Science/Mathematics IPR	3, 4	11	Add a second small copier for student use in the central area of the Math-Science building *printing kiosk options – David Corley & Karissa Morehouse	2021-22	$1500 (ongoing)	Avoid FERPA violations and provide backup printer in the Math-Science building. Note: This is more about establishing print-on-demand kiosks than it is about Natural Science/Math.	6	8		
A&R	3, 4		Printer in lobby for students	2021-22	$1,500	Better Serve Our Students	7	9		

INSTITUTIONAL TECHNOLOGY ACTION PLANS

Goal	CIMP Stragey/Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
Institutional Technology Action Plan 2021-2022 – 9 Strategies						
3		Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2021	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Assure a vital Web presence	Regular review of content and functionality of MyLassen Portal /website	Fall 2021	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2021	IT, ITPC, IE	
			Update website as needed	Fall 2021	IT, VP of Instructional Services, Dean of Student Services	
3		Implement Technology Refresh Plan Year 5	Assure state-of-the art technology maintained at LCC	Spring 2022	VP of Administrative Services, IT	Implement and evaluate
3		Review wireless network coverage inside buildings and in	Reliable signal strength in areas that students, faculty, and staff	Spring 2022	IT	Internal report on wireless network statistics, including number of clients, amount of data
3		Re-implement Hyland document imaging solution	Expanded Implementation of Document Imaging	2021-22	IT, VP of Administrative Services, Dean of Student Services	More departments using Document Imaging
3, 4		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use	Fall 2021	IT, VP of Academic Services	Implement & evaluate
3, 4		Implement Starfish	Increase student retention and student completion	2021-22	Dean of Student Service, VP of Academic Services, IT	Implement Hobson's Starfish Retention Alert and Degree Planning
3		Technology Security Assessment	Completed Security Assessment for LCC	Fall 2021	IT, VP of Administrative Services	Completed Security Assessment that shows no major threats.

Strategic Goal		Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Review & Update CCC MyPath	Current and accurate information for student applicants	Fall 2021	Associate Dean of Student Services	Update and evaluate

Institutional Technology Action Plan 2022-2023 – 8 Strategies						
Strategic Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2022	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website Survey users for feedback Update website as needed	Fall 2022 Fall 2022 Fall 2022	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
		Expand Implementation of Hyland document imaging solution to additional areas	Expanded Implementation of Document Imaging and increase web forms	2022-23	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Implement Technology Refresh Plan Year 6	Assure state-of-the art technology maintained at LCC	Spring 2023	VP of Administrative Services, IT	Implement and evaluate
3		Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2023	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase
3		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2022	IT, VP of Academic Services	Plan and Implement

Strategic Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Maximize Capacity in Starfish	Increase student retention and student completion	2022-23	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate
3		Review & Update CCC MyPath	Current and accurate information for student applicants	Fall 2022	Associate Dean of Student Services	Update and evaluate

Institutional Technology Action Plan 2023-2024 – 7 Strategies						
Strategic Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2023	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website Survey users for feedback Update website as needed	Fall 2023 Fall 2023 Fall 2023	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
3		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2023	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Implement Technology Refresh Plan Year 7	Assure state-of-the art technology maintained at LCC	Spring 2024	VP of Administrative Services, IT	Implement and evaluate
3		Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2024	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase

3		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2023	IT, VP of Academic Services	Implement and evaluate
3		Review & Update CCC MyPath	Current and accurate information for student applicants	Fall 2023	Associate Dean of Student Services	Update and evaluate

Institutional Technology Action Plan 2024-2025 8 Strategies						
Strategic Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2024	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website	Fall 2024	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2024	IT, ITPC, IE	
			Update website as needed	Fall 2024	IT, VP of Instructional Services, Dean of Student Services	
3		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2024	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Review wireless network coverage inside buildings and in outdoor	Reliable signal strength in areas that students, faculty, and staff	Spring 2025	IT	Internal report on wireless network statistics, including number of clients, amount of data

Strategic Goal		Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Implement Technology Refresh Plan Year 8	Assure state-of-the art technology maintained at LCC	Spring 2025	VP of Administrative Services, IT	Implement and evaluate
3		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2024	IT, VP of Academic Services	Implement and evaluate
3		Maximize Capacity in Starfish	Increase student retention and student completion	2024-25	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate
3		Review & Update CCC MyPath	Current and accurate information for student applicants	Fall 2024	Associate Dean of Student Services	Update and evaluate

Institutional Technology Action Plan 2025-2026 – 8 Strategies						
Strategic Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3		Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2025	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website	Fall 2025	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2025	IT, ITPC, IE	
			Update website as needed	Fall 2025	IT, VP of Instructional Services, Dean of Student Services	
3		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2025	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3		Review wireless network coverage inside buildings and in outdoor	Reliable signal strength in areas that students, faculty, and staff	Spring 2026	IT	Internal report on wireless network statistics, including number of clients, amount of data

3		Implement Technology Refresh Plan Year 9	Assure state-of-the art technology maintained at LCC	Spring 2026	VP of Administrative Services, IT	Implement and evaluate
3		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2025	IT, VP of Academic Services	Implement and evaluate
3		Maximize Capacity in Starfish	Increase student retention and student completion	2025-26	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate
3		Review & Update CCC MyPath	Current and accurate information for student applicants	Fall 2025	Associate Dean of Student Services	Update and evaluate

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LASSEN COMMUNITY COLLEGE

FACILITIES MASTER PLAN

2021-2026

Approved by Facilities Master Planning Committee – April 15, 2021

Approved by Consultation Council – April 26, 2021

l. FACILITIES GUIDING PRINCIPLES

The facilities at Lassen Community College (LCC) physically provide an environment where teaching and learning can flourish both inside and outside the traditional classroom and as such strongly contribute to creating a sense of place and to establishing the character and culture of its campus community. The College is dedicated to making a significant investment in its facilities and grounds to ensure that this community is well served with carefully planned and maintained spaces. By developing both traditional and innovative learning spaces the college will strive to enhance each individual's educational experience and extend its learning opportunities in ways that will engage and best serve our local community. We affirm that our facilities should support and promote the development of premier programs that make an impact on the hearts and minds of visitors, alumni, students, parents, faculty and staff. In short, our facilities should provide a safe on-campus learning experience which fosters a vibrant, diverse and integrated community.

II. PHYSICAL PARAMETERS

The main campus is located on approximately 209 acres of land with 42 structures. The various buildings amount to 252,955 gross square feet that provide 171,802 square feet of assignable floor space. A majority of programs and services are housed in buildings designed for, or appropriate to their use. In addition to classrooms, laboratories, and offices, the college also contains a 108-bed dormitory, library, cafeteria, several computer laboratories, and a large gymnasium. The campus grounds include large grass recreational fields an all-weather running track, softball facility, stables for thirty horses, a rodeo arena, and an agricultural production facility.

Additionally, department maintains a lease to operate the Coppervale Ski Hill located fifteen miles to the west of the main campus. Coppervale is used for public recreation. Lassen Community College also maintains a lease with the City of Susanville Parks and Recreation District for the use of a baseball field with Susanville city limits. The college also has approximately 160 acres of forest property between Eagle Lake and Hwy 44, and approximately 307 acres of land in Herlong adjacent to the Sierra Army Depot.

III. FACILITIES PLANNING COMMIITEE

The Facilties Planning Committee is charged to:
- Submit the Annual Facilities Master Plan Update to the Consultation/Council/Strategic Planning Committee
- Review and comment on Safety Committee and Emergency Task Force recommendations and proposed solutions
- Review and comment on various mandated reporting documents (i.e. 5 year Capital Outlay plan, scheduled Maintenance, recycling/energy and water programs etc.)
- Recommend construction and modification of District facilities, assets, and properties
- Recommend sequencing and priority of large district renovation and construction project
- Assist drafting of policies and procedures related to managing the physical plant
- Develop, review and adjust facilities planning documents, including Long Range Facilities Master Plan

The mission of both the Facilities Department and Planning Committee is to ensure a safe, effective and inspiring physical environment that supports and enhances the instructional mission outlined within the Strategic Master Plan. To successfully implement the necessary Capital Improvement Plans, all facility decisions should meet with the approved campus standards and objectives, and further consider the aspects of safety, security, functionality, aesthetics, budgetary constraints, operational efficiency, accommodation of technological advancements, and response to legislative and environmental impacts.

The following individuals serve as members of the 2019-2020 Facilities Master Planning Committee:

- Randy Joslin - (Administration Committee chair)
- Greg Collins - (Administration)
- Tiffany Montgomery - (Classified)
- James Kleckner - (Faculty)
- Brian Wolf -(Faculty)
- Francis Beaujon- (Management)
- Carol Growden- (Management)

IV. 2021-2026 FACILITIES ENCOMPASSING ELEMENTS

The facilities master plan articulates a method of supporting the facility needs of the campus community. The following five encompassing elements; Professional Development, Facility Standards, Facility Planning, Outreach, and Operations, provide both direction and verification, in meeting our strategic goals.

The guiding principles seek to support other planning efforts respond to needs identified in the instructional program review process, and implement the college's mission.

Element I. Professional Development

The Facility Department supports continuing education and training for its staff within their various fields of expertise. Safety training is essential and testing is renewed annually. Cross training between disciplines through the mentoring method of pairing staff together into teams is encouraged so that campus services can be delivered efficiently. Development of a professional and versatile crew is linked to our continued success.

Element II. Facility Standards

The Facilities Department and Planning Committee have outlined nine key standards and objectives that guide campus development. These standards are listed below in non-prioritied order:

1. Standard One - Continuity & Aesthetics: Develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.

2. Standard Two - Utilization: Develop facilities and grounds that provide for effective learning environments that are appropriate to the discipline and responsive to evolving methodologies for instruction.

3. Standard Three -Quality: Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.

4. Standard Four - Health & Safety: Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.

5. Standard Five - Identity & Uniformity: Enhance the image of the college by promoting the development of a functional and attractive campus that reflects its local and regional importance.

6. Standard Six - Accessibility & Usefulness: Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic site and the surrounding community.

7. Standard Seven - Efficiency and Capacity: Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.

8. Standard Eight - Environmental Concerns: Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.

9. Standard Nine - Management & Service: Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.

Element III. Facility Planning

All campus facilities planning and physical development shall be implemented in a formal and systematic method where the basis of decision-making is a transparent collaborative process involving input from all constituencies and shall gain the inherent benefits afforded within a consistent, predictable review and approval system. Our goal is to achieve planning and architectural excellence through careful consideration of all contributing factors, which may include; health & safety, institutional/academic prioritization, functionality, aesthetics, economic feasibility, environmental impact, constructability, code compliance, operational utilization, efficiency and technology. One of the primary principles guiding our master plan is the dedication to expanding or restructuring the physical infrastructure of the campus to support learning environments that are based upon instructional approaches and student services known to increase learning and educational effectiveness.

Our desire is to maintain and enhance the character and use of the campus by improving its facilities. Planning strategies will include the development and maintenance of safe and healthy work environments for all employees and visitors and will further advance modernized equally accessible accommodations. Furthermore, planning will promote design principles that sensitively incorporate sustainable and environmental initiatives and that adhere to a core set of architectural standards, used to establish and pronounce a campus identity and promote a sense of place. All facility plans should, in response to the future need for change, philosophically incorporate the cost effective concept of flexibility within their designs. Cost of Ownership planning models should also be utilized to establish the desired level of performance for site and building components.

Element IV. Outreach

It is important to increase our outreach opportunities both within and outside the traditional confines of the physical campus. Facilities with flexible up-to-date resources provide increased multiple use advantages. Design pursuits should be coordinated to identify and showcase the colleges' unique academic offerings and in addition innovatively celebrate our regional arts, traditions and culture. Paramount to our success in these pursuits is the need to identify and secure available funding.

The College will evaluate the potential of underused campus lands and resources to both help support and enrich campus life and to identify opportunities for mutual sharing of facilities with business and other educational institutions and public agencies. We seek to further our tradition of responsible partnerships and cooperative use within the local community and to encourage our student and staff participation in local events and use of surrounding natural resources. As physical master planning efforts are conducted input from the local populous is critical in shaping a college that responds to the needs of the community. One example of this is our continued coordination with local government

agencies that is required to determine the level of services the College will provide in the event of emergencies.

Outreach measures on campus should be reflected in our programs and their supporting facilities which foster a safe inclusive multi-cultural environment. Facilities should support a welcoming atmosphere that creates and maintains space for informal learning and socialization; a physical environment, which promotes and supports increased student-faculty interaction. Accessibility for campus visitors should be facilitated by creating a comprehensive and easily understandable navigational/way-finding system.

Utility infrastructure amendments are required to sustain electronic communication and support our increasing dependence upon information technology. Plans to increase service delivery inside and outside the classroom and to incorporate the use of distance learning technologies will allow the campus to expand its educational opportunities to remote locations.

Element V. Operations

Operations are to develop and maintain facilities and grounds in a safe and healthy manner that comply with current codes, standards and regulations outlined within federal, state and local jurisdictions. The Facilities Department will in the course of its duties continue to assist in identifying and advocating for policies that promote a safe and healthy environment.

Prioritization of all work will be consistent with methodologies outlined in the Facilities Master Plan and the annual listing of projects selected within the budgeting process and approved by the President. Depending on project complexities and programing requirements, the appropriate documents, funding and planning schedules will be reviewed and submitted for approval prior to being implemented. Standard preventative and predictive maintenance, repairs and work-orders should be coordinated to occur in a timely fashion and be of minimal disruption to campus operations. Regular building inspections consistent with IIPP directives, and reports obtained from outside agencies and insurance companies will be analyzed for safety concerns and presented to the Safety Committee for their support in prioritization. The Safety Committee will help to establish and coordinate the appropriate campus-wide emergency drills with local fire and law enforcement agencies.

Facilities Staffing Proposal 2021-26 (recommended staffing positions in priority order):
*(Note: **Estimated Cost** is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2018-2023 Facilities NIPR	1,3,4	1	Administrative Assistant IV	2021-2022	$76,000	Increased Departmental Efficiency/ Continuity	1	1	GF
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	2021-2022	$61,000	Increased basic health and safety services	2	2	GF
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist II – Grounds	2022-2023	$69,200	Increased Maintenance Effectiveness	3	3	GF
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist IV – Multi-Trade	2023-2024	$83,000	Increased Maintenance Effectiveness	4	4	GF
2018-2023 Facilities NIPR	1,3,4	5	Maintenance Specialist II	2024-2025	$69,200	Increased Maintenance Effectiveness	5	5	GF

Facilities Budget Requests 2021-26 (recommended one-time expenditures in priority order):
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	**Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2019 Work Exp. IPR	3	1	Install railings circling the top of internal stair well in Humanities need to be redesigned to reduce small child fall hazard.	2021-2022	$5,000	Improved safety	1	1	GF
ITMP			Backup Generator and Air Conditioning for Server Room (VT)		$100,000	Ensure reliability of Campus IT Infrastructure		2	GF
FMP	3	15	College Water District (Phase 2)	2021-2022	$75,000	Campus Water Infrastructure		3	GF
FMP	3	3	Grind cracked and heaving sidewalks (Sports entry)	2021-2022	$10,000	Safety		4	GF
SSMP/CalWORKS	4	14	Lactation rooms on campus	2021-2022	$500	Meet current educational code and state laws Education Code Section	11	5	GF
SSMP/Residence Hall	3,4	12	Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs	2021-2022	$100,000	Student Life & Safety	2	6	Dorm Funds
Business IPR	4	9	Install emergency exit (CA-123 to CA-116/Main Hallway)	2021-2022	$25,000	Federal/State compliant	16	7	SWP
Business IPR	4	8	Clean out storage	2021-2022	$1,000	ADA compliant	15	8	SWP
Business IPR	3	10	Remove ceiling fixtures/	2021-2022	$20,000	Clean, neat, organized	17	9	SWP
Gunsmithing	4	21	Conex Box Completion	2021-2022	$20,000	Storage for gunsmithing supplies		10	SWP
SSMP/CalWORKs	4	13	ADA compliant doors (bathrooms, office, etc.)	2022-2023	$100,000	Access for all students	10	11	GF
Safety Committee	3	19	ADA Access CA walkways/parking	2022-2023	$150,000	Improved Safety; Impoved ADA		12	GF

						Access; /Reduction of slip and fall incidents			
SSMP/Residence Hall	3	11	Backup Generator (Dorm)	2022-2023	$200,000	Safety and security during power outages	1	13	GF
2019 Work Exp. IPR	3	4	Assessment and correction of control inadequacies in HU 204, HU 205, and HU 206 is needed for students and staff comfort and health.	2022-2023	$3,500	Improved learning and working environment	4	14	GF
Facilities Planning Committee	3	16	Emergency Exit Signs	2022-2023	$20,000	Campus Safety		15	GF
CalWORKS	3, 4	20	Diaper Changing Stations in each building	2022-2023	$500	Create family friendly environment		16	GF
2019 Admin of Justice IPR	3	7	Locate, renovate, or acquire dedicated instructional and /or lab space that can be utilized for multi-day training course and scenarios.	2022-2023	$150,000	Dedicated Educational Lab space to house AJ program and training equipment	14	17	SWP
Safety Committee	3	17	Exterior Waterproof Stair (Library)	2023-2024	$3,000	Safety /Protect Investment		18	GF
FMP	3	18	Café Floor Repair/Replace	2023-2024	$40,000	Improved Safety		19	GF
2017 Welding IPR	1,4	3	Improve the current ventilation system in TR103	2024-2025	$40,000	Health and safety	3	20	GF
2014 Athletics IPR	1,3	5	Add one Whirlpool to the Athletic Training Center Room w/ installation	2024-2025	$6,000	Allow more students to take advantage of the whirlpool therapy	8	21	GF
2017 Welding IPR	1	6	Add electrical drops for welding booths	2025-2026	$5,000	Expand student capacity and increase graduation rates	11	22	GF

Facilities Budget Requests 2021-26 (recommended on-going expenditures in priority order):
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implement ation Time Frame	** Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
FMP	3	5	College Water District	2021-2022	$100,000	Ensured reliability of campus water supply		1	GF
2018 Natural Science IPR	4	2	Hazardous waste disposal (chemical and preserved specimens)	2021-2022	$2,500	Provide safe and environmentally sound learning and working environment		2	GF
FMP	1, 3	6	Increase Professional Development budget for Facilities	2021-2022	$25,000	Regulatory Compliance and Improved Maintenance Effectiveness		3	GF
FMP	3	1	Increase Maintenance Repairs Budget	2021-2022	$50,000	Improve Maintenance Effectiveness		4	GF
FMP	3	4	Potholes Crack Seals repair Campus wide	2021-2022	$25,000	Safety		5	GF

Other Prioritized Facilities Budget Requests 2021-26:
*(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)*

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	** Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
FMP	3	25	Safety Ballard (Gas & Electric)	2021-2026	$24,000	Campus Safety		1	GF
FMP	3	32	Test and Inspect 14KV equipment (Air Switch)	2021-2026	$50,000	Campus Safety		2	GF
Facilities NIPR	3	17	Main emergency Generator (Campus Wide)	2021-2026	$750,000	Campus Safety		3	GF
FMP	3	16	Install two transformers and Panels & Remove UPS system from Vo-Tech Bldg.	2021-2026	$50,000	Campus Safety		4	GF
FMP	3	18	Repair& Replace cracked and failing walkways (Main Entry & Circle Drive)	2021-2026	$200,000	Campus Safety		5	GF
SSMP/DS PS NIPR	3,4	27	Remodel DSPS areas "Annual Updates Implementation"	2021-2026	$100,000	Correct safety, accommodation, and legal issues	3	6	GF
FMP	3,4	29	Categorical Space ADA Compliance	2021-2026	$40,000	Campus Access		7	GF

EOPS	3	58	Improved ADA parking	2021-2026	$5,000	Access for all students no matter ability. ADA compliance.	1		8	GF
Facilities	3	55	Electronic Access/Locks (Campus Wide)	2021-2026	$900,000 (one time)	To increase security for all campus occupants and provide for mass lock-down during campus security incidents.			9	GF
Facilities	3, 4	56	Devleop an ADA Transition Plan for the entire campus	2021-2026	$75,000 (one time)	To bring campus facilities into current compliance with ADA rules and regulations and thus provide an appropriate level of access to disabled students and staff.			10	GF
FMP	3,4	38	Wayfinding (Campus directions) Phase 1 (and app)	2021-2026	$200,000 (one time)	To appropriately support new and continuing students.			11	GF
2017 Fine Arts	2, 4	45	Track lighting & lights in CA 201	2021-2026	$1,200		4		12	GF
2016 Auto IPR	2, 4	46	Provide tables and chairs to replace desks in the classroom	2021-2026	$5,000	Increase student learning	5		13	GF
Auto Technology	2, 3, 4	54	CTE: Precision Measuring Instrument kits/equipment	2021-2026	$150,000	Equipment required to teach new stackable Auto Tech Certs.			14	GF
FMP	3	20	Lighting System for Classrooms (Campus Wide) LMUD Grant	2021-2026	$100,000	Decreased Utility costs, and improved lighting quality			15	GF
Kinesiology/Athletics	2,3,4	53	Athletic training lab	2021-2026	$250,000	To support and develop the Athletic Training major under Kinesiology			16	GF
FMP	3	33	Replace HVAC air compressors W/standalone units (campus wide, phase I)	2021-2026	$25,000	Cost Savings/Efficiency			17	GF

FMP	3	40	Replace Main Boiler Standalone Boilers Phase (Café', Dorm, Gym)	2021-2026	$240,000	Cost Savings/Efficiency		18	GF
FMP	3	41	Implement Campus Recycle Program budget for Maintenance Department	2021-2026	$12,500	Code Compliance		19	GF
FA & Admissions	3	62	Office Furniture & Chairs	2021-2026	$14,000		2	20	GF
2018 Natural Science/ Mathematics IPR	3,4	64	Systematically replace the chairs in all classrooms over the next several years.	2021-2026	$3,000/ room of 24 chairs	Improve the learning and safety environment for students		21	GF
FMP	3	57	Replace Main Boiler Standalone Boilers Phase Ill (Cafe, M/S, Athletic)	2021-2026	$240,000	Cost Savings/Efficiency		22	Prop 39
FMP	3	21	12 Passenger Van	2021-2026	$32,000	Compliance to replace 15 passenger vans		23	GF
FMP	3	22	12 Passenger Van	2021-2026	$32,000	Compliance to replace 15 passenger vans		24	GF
EMP	3	42	Add cooling system for Gunsmithing	2021-2026	TBD			25	GF
2016 Auto IPR	3	43	Provide A/C in the instructor's office and tool room (Classroom)	2021-2026	$1,000	Increase employee morale and provide a place that is a reasonable temperature to work	3	26	Grant
2016 Auto IPR	3	44	Provide two portable evaporative coolers for the shop	2021-2026	$9,500	Increase student learning	4	27	GF
Facilities	3	67	Air Conditioning (Dormitory)	2021-2026	$250,000 (one time)	To provide a more appropriate, comfortable climate and environment for dormitory residents.		28	GF
EOPS	3	63	Adequate air conditioning	2021-2026	$150,000 to install condenser in CA	Safe and effective environment for students and staff for learning and work	3	29	GF
2018 Natural Science/	3,4	48	Retrofit 112, 114, 116, 125 into flexible lecture/lab classrooms.	2021-2026		Improve the learning environment for		30	GF

Mathematics IPR						mathematics and science students			
2018 Natural Science/ Mathematics IPR	3,4	49	Remove the partial solid wall partition between MS-101 and MS-102 and move the Math Lab to MS-101/102	2021-2026		Provide additional space for Math Lab, while freeing classroom for improved scheduling		31	GF
Student Services	3	61	Restructure Student Services: Relocated Transfer/Career Center ($56,000); Increase Counseling Dept Space (no cost to relocate); Restructure A&R ($20,000); Restructure Financial Aid ($20,000)	2021-2026	$96,000	Move Assessment Technician and Transfer Center work space utilization to new location; Computer chairs for testers-assessment (requested in 2012 NIPR, but have increased from 6 testing seats to 10 to accommodate the transition to include career component); FA & Admissions: Safety, Confidentiality and better serve our students		32	**GF**
2019 Kinesiology/Athletics IPR	3	52	Gymnasium Remodel	2021-2026	$250,000	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs.		33	GF

Items Completed per April 2021 Review

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2017 Welding IPR	1,4	7	Improve lighting TR102/TR103	Someday when convenient	$5,000	Provide a working environment that enhances productivity		12	SWP
FMP	3,4	-	M & N Remodel	2019-2020	$300,000	Better Utilization/Efficiency/ Increased Space			SWP
SSMP	1,3,4	-	Replace and Remodel Playground Equipment (CDC)	2019-2020	$175,000	Campus Safety		3	Head Start
CDC	1	-	New carpet in all child classrooms	2018-2019	$15,000	Provide cleaner, healthier environment for children.	4		Head Start
FMP	3	-	Bobcat	2019-2020	$40,000	Campus service		8	GF

Facilities Planning - Action Plans

Facilities Master Plan, 2021-2022 – 6 Strategies					
Strategic Goal	**CIMP Strategy/Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement/Target**
3		Improve effectiveness of Maintenance and Operations	Improved effectiveness of maintenance, custodial, and operations functions	2021-2022	AVP-Facilities	- Administrative Assistant IV - Maintenance Custodian - Increase Maintenance Repairs Budget - Increase M&O Professional Development Budget
2, 3, 4		Improve ADA Access	Improved access to campus facilities for disabled	2021-2022	AVP-Facilities	- ADA compliant doors (bathrooms, office, etc.) in CA Bldg
2, 3, 4		Improve Learning and Working Environment	Improved campus environment for students and faculty/staff	2021-2022	AVP-Facilities	- Clean out storage, install new exit, remove fixtures - Conex Box Completion
3		Improve Campus Safety	A more safe campus	2021-2022	AVP-Facilities	- Install railings circling the top of internal stair well in Humanities - Grind cracked and heaving sidewalks (Sports entry)
3		Improve reliability of campus infrastructure	Reliable and safe campus power and water supply	2021-2022	AVP-Facilities	- College Water District (Phase 2)
2, 4		Improve Student Life Elements	Improved equitable access to campus activities and resources	2021-2022	AVP-Facilities	- Lactation room(s) on campus - Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs

Facilities Master Plan, 2022-2023 – 6 Strategies					
Strategic Goal	**CIMP Strategy/Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement/Target**
3		Improve staffing of Maintenance and Operations	Improved effectiveness of maintenance and custodial functions	2022-2023	AVP-Facilities	- Maintenance Specialist II – Grounds
2, 3, 4		Improve ADA Access	Improved access to campus facilities for disabled	2022-2023	AVP-Facilities	- ADA Access CA walkways/parking
2, 3, 4		Improve Learning and Working Environment	Improved campus environment for students and faculty/staff	2022-2023	AVP-Facilities	- Assessment and correction of control inadequacies in HU 204, HU 205, and HU 206 is needed for students and staff comfort and health. - Locate, renovate, or acquire dedicated instructional and /or lab space that can be utilized for multi-day training course and scenarios.

Strategic Goal	CIMP Strategy/Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement/Target
3		Improve Campus Safety	A more safe campus	2022-2023	AVP-Facilities	- Emergency Exit Signs
3		Improve reliability of campus infrastructure	Reliable and safe campus power and water supply	2022-2023	AVP-Facilities	- Backup Generator (Dorm)
2, 4		Improve Student Life Elements	Improved equitable access to campus activities and resources	2022-2023	AVP-Facilities	- Diaper Changing Stations in each building

Facilities Master Plan, 2023-2024 – 4 Strategies						
Strategic Goal	CIMP Strategy/Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement/Target
3		Improve staffing of Maintenance and Operations	Improved effectiveness of maintenance and custodial functions	2023-2024	AVP-Facilities	- Maintenance Specialist IV – Multi-Trade
2, 3, 4		Improve ADA Access	Improved access to campus facilities for disabled	2023-2024	AVP-Facilities	- ADA compliant doors (bathrooms, office, etc.)
2, 3, 4		Improve Learning and Working Environment	Improved campus environment for students and faculty/staff	2023-2024	AVP-Facilities	- Café Floor Repair/Replace
3		Improve Campus Safety	A more safe campus	2023-2024	AVP-Facilities	- Exterior Waterproof Stair (Library)

Facilities Master Plan, 2024-2025 – 2 Strategies						
Strategic Goal	CIMP Strategy/Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement/Target
3		Improve staffing of Maintenance and Operations	Improved effectiveness of maintenance and custodial functions	2024-2025	AVP-Facilities	- Maintenance Specialist II
2, 3, 4		Improve Learning and Working Environment	Improved campus environment for students and faculty/staff	2024-2025	AVP-Facilities	- Improve the current ventilation system in TR103 - Training Center Room w/ installation

Facilities Master Plan, 2025-2026 – 1 Strategy						
Strategic Goal	CIMP Strategy/Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement/Target
2, 3, 4		Improve Learning and Working Environment	Improved campus environment for students and faculty/staff	2025-2026	AVP-Facilities	- Add electrical drops for welding booths

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LASSEN COMMUNITY COLLEGE

HUMAN RESOURCES
&
PROFESSIONAL DEVELOPMENT
MASTER PLAN
2021 - 2026

CABINET APPROVED DATE: MAY 10, 2021
CONSULTATION COUNCIL APPROVED DATE: MAY 10, 2021

Human Resources Master Plan

INTRODUCTION

The Human Resources Master Plan is compiled annually following the completion of the Educational Master Plan, the Student Services Master Plan, the Institutional Technology Master Plan and the Facilities Master Plan. The plan draws the human resource-related needs from each of these plans to include staffing, professional development, performance evaluation, and accountability to external agencies.

The Human Resources Department of Lassen Community College identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the institution to ensure a fully staffed and highly functioning team of employees. Further, it has the responsibility to review and consider job design, technological changes, budgets, diversity plans, and customer service.

The Director of Human Resources reports to the Superintendent/President, and is composed of three (3) funded full-time positions: one (1) Director of Human Resources, two (2) HR Generalists. There may also be one (1) part-time worker. The Human Resources Department works in partnership with the Human Resources Planning Committee, the Flex Faculty and Staff Development Coordinator, and TECC Center faculty and staff to implement, track, and evaluate professional development needs. The Human Resources Planning Committee is also responsible for the completion of the Professional Development Plan which is available on the Lassen Community College website and My Lassen Portal.

HUMAN RESOURCES PLANNING COMMITTEE

The following individuals were appointed as members of the 2020-2021 Human Resources Planning Committee:
- Colleen Baker – Faculty
- Yuting Lin – Faculty
- John Martin – Faculty
- Richard Swanson - Faculty
- Sue Kelley – Classified
- Brenda Hoffman – Classified
- Pat Shannon – Classified Alternate
- Melissa Hill – Confidential
- Vickie Ramsey – Human Resources Director
- Carie Camacho – Dean of Instructional Services

2021-2026 HUMAN RESOURCES DEPARTMENT EXPECTATIONS AND STANDARDS

Expectation 1: Provide Timely and Effective Recruitment, Selection, Orientation, and Evaluation for Administrative, Faculty, and Classified Employment Classifications.

Standards:
- As guided by the Educational Master Plan, staff personnel in appropriate instructional disciplines
- Diverse candidate pools
- Written selection and hiring procedures
- New Employee Orientation
- Written employee handbook
- Follow timelines and accountability for probationary and annual evaluations
- EEO Training

Expectation 2: Provide Excellent Customer Service to internal and external stakeholders.

Standards:
- Follow electronic protocol system for notifying candidates of the status of their applications
- Appropriate first-contact with all individuals contacting the Human Resources Office
- Timely responses to inquiries from staff and the public

Expectation 3: Provide Timely In-Service Training to Meet the Demands of State and Federal Mandates

Standards:
- Timely sexual harassment training to all new and existing staff
- Currency in the 2-year Sexual Harassment training cycle for Administrators and Managers
- Child abuse reporting training for all staff. Ensure all new staff is provided the training within thirty (30) days of starting work
- Training on Family Education Rights to Privacy Act (FERPA) for all staff
- Disaster Preparedness Training for all staff
- SLO/AUO Assessment Training (began in Dec. 2012)
- Title IX Training

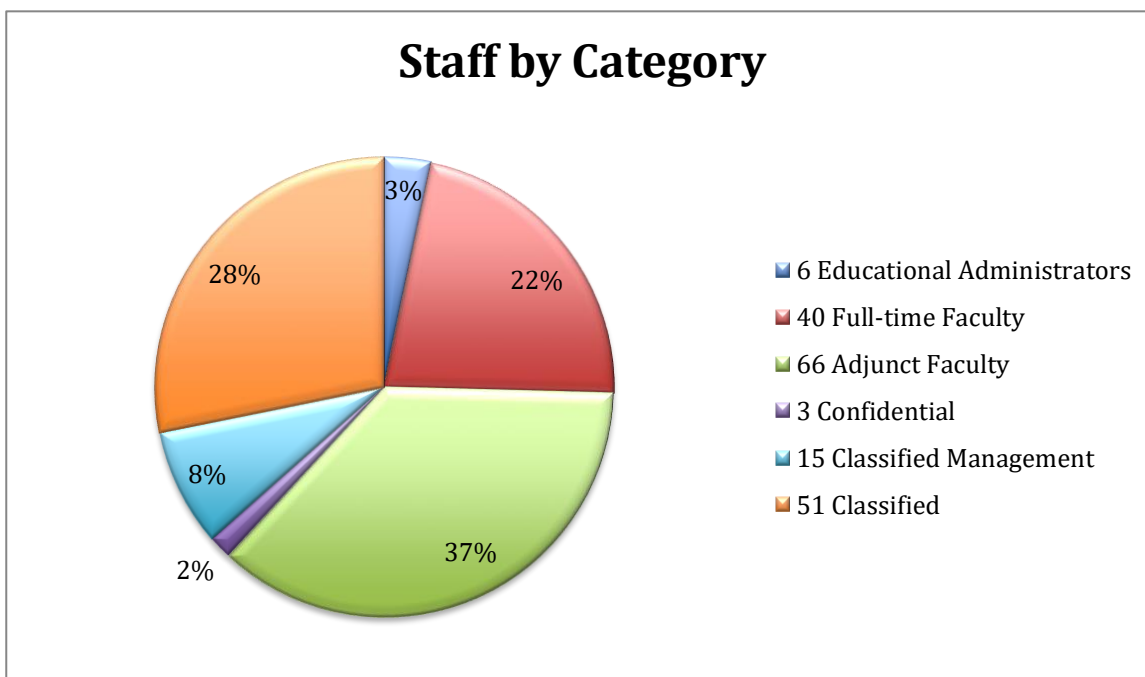***Expectation 4***: Provide Training to Meet the Needs of Faculty and Staff

Standards:
- Publish a training calendar
- Training in current technology to improve performance in the classroom and workplace
- Establish safety training protocol campus-wide
- Training in innovative instruction methodologies to improve student success
- HR101 Training for Managers and Administration
- FRISK Training for Managers and Administration
- EEO Training

PROPOSED STAFFING STATUS 2020-2021 (1650 FTE GENERATING INSTITUTION)

Proposed Breakdown of Staff by Category – Fall 2020

In Fall 2020, Lassen Community College employed six educational administrators, fifteen classified administrators (managers), three confidential employees, forty full-time faculty, sixty-six adjunct faculty, and fifty-one classified employees. Of the forty full-time faculty, thirty-two will serve in the instructional area.

Staff by Category

Legend:
- 6 Educational Administrators
- 40 Full-time Faculty
- 66 Adjunct Faculty
- 3 Confidential
- 15 Classified Management
- 51 Classified

Pie chart percentages: 3%, 22%, 37%, 2%, 8%, 28%

INSTITUTIONAL STAFFING PROPOSAL 2021-2022
Recommended staffing positions

	Educational Planning								
Source	**Strategic Goal**	**Line Item**	**Planning Agenda Item(s)**	**Implementation Timeframe**	**Estimated Cost**	**Expected Outcome**	**Unit Priority**	**Area Priority**	**Funding Source**	**Notes**
Math IPR	2,3,4		1 FT Math Instructor	2018-19	$84,000.00	Both on-campus and prison assignments	1	1	General	
EMP	2,3,4		1 FT Geology/Physical Science Instructor	Fall 2018	$84,000.00	Both on-campus and prison assignments	3	2	General	
2014 Athletics IPR	2,3,4		1 Adjunct Cross-Country Coach	2015-16	$15000 - $25,000	Increased enrollment, co-ed sport	9	3	General	
2017 Welding IPR	1		1 FT faculty	Fall 2019	$84,000	Offer new courses for advanced manufacturing program/increase FTE's		4	General	
2018 Natural Science IPR	2,3,4		Hire an additional Instructional Support specialist II to adjust additional faculty hires and mathematics lab activities	Spring 2019	$40,000	Provide support for more student-centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems		5	General	
Athletic IPR	1,2,3,4		Paid Assistant Coaches	2018-19	$40,000.00		10	6	General	
EMP	1,2,3,4		1 FT Automotive Technology Instructor	2018-19	$84,000.00	Anticipate increased enrollment because of NATEF certification	4	7	General	
2016 Correspondence NIPR	2,4		Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2018-19	$19,000.00	Student success	1	8	General	

EMP	2,3,4		1 FT English/Speech Instructor	2018-19	$84,000.00	Both on-campus and prison assignments	1	9	General	
AGR IPR	1,2,3,4		1 FT Agriculture Instructor	2018-19	$84,000.00		6	10	General	
Vocational Nursing IPR	1,2,3,4		1 FT Health Occupation Instructor	2018-19	$84,000.00		1a	11	General	
EMP	1,2,3,4		1 FT Foreign Language Instructor	Fall 2018	$84,000.00	Both on-campus and prison assignments	5	12	General	
2020 Business IPR	1		1 FT Faculty	Fall 2020	$84,000	Higher student completion		13	General	
2020 Business IPR	3		1 Instructional Support Specialist 3	Summer 2020	unknown	Increased retention/ completion		14	General	

Student Services Planning

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Athletics			Funds for Paid Assistant Coaches	2021-2022	$60,000		2	2		
Counseling	4		Student Success Support Admin Assistant	2021-2022	$46,863.26 (salary and benefits)	Approved, in progress	1	1		Possibly Funding in Categorical
Counseling	4		Counselor (additional incarcerated counselor)	2021-2022	$125,000 (salary and benefits)	Serve our growing incarcerated program	2	3		Possibly Funding in Categorical

Human Resources Planning

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Human Resources NIPR	1,2	1	Human Resources Generalist	2021-2022	$98,046.38	Increased service quality	1	1	GF	

Fiscal NIPR	1,3		Fill vacant Accountant III position	2021-2022	$86,276.00	Efficient and effective management of financial resources, and responsible stewardship of public trust/resources	1	2	GF	
Fiscal NIPR	1,3		Reclassification to Accountant III	2021-2022	$6,000.00	Efficient and effective management of financial resources, and responsible stewardship of public trust/resources	2	3	GF	
Fiscal NIPR	3		Hire Purchasing Assistant	2022-2023	$68.333.00	Increased Efficiency, manage human resource	3	4	GF	
Fiscal NIPR	3		Hire ½ Purchasing Assistant	2023-2024	$24,000.00	Increased Efficiency, Correspondence support	4	5	GF	

Facilities Planning										

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
2018-2023 Facilities NIPR	1,3,4	1	Administrative Assistant IV	2021-2022	$76,000	Increased Departmental Efficiency/Continuity	1	1	GF	
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	2021-2022	$61,000	Increased basic health and safety services	2	2	GF	
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist II – Grounds	2022-2023	$69,200	Increased Maintenance Effectiveness	3	3	GF	
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist IV – Multi-Trade	2023-2024	$83,000	Increased Maintenance Effectiveness	4	4	GF	
2018-2023 Facilities NIPR	1,3,4	5	Maintenance Specialist II	2024-2025	$69,200	Increased Maintenance Effectiveness	5	5	GF	

Technology Planning

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
	3		Information Technology Specialist III (reclassification)	2021-2022	$8,500.	Reclassify existing Information Technology Specialist II employee to an Information Technology Specialist III				
	3		Information Technology Specialist III (reclassification)	2021-2022	$8,500.	Reclassify existing Information Technology Specialist II employee to an Information Technology Specialist III				
	3		Information Technology Specialist III	2021-2022	$107,000.	Hire Information Technology Specialist III Position				
	3		Information Technology Specialist II	2021-2022	$97,500.	Hire Information Technology Specialist II Position				

Institutional Effectiveness

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
AS	IE NIPR 2016	1, 3, 4		Research Analyst	2021-22	$95,000	Full Time Research Analyst	1	Essential due to new Student Centered Funding Formula	AS
P	2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2021-22	$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	2		P
P	2014 Marketing & Public Information NIPR	1,3		Web Master Position	2021-22	$107,000	One person dedicated to the web needs of the college	3		P

| 2014 Governance Annual Update | 1, 3 | | Review the need to add or restructure administrative assistant support for governance | 2021-22 | $75,000 | Improved Governance process | 4 | If restructure administrative assistant support then budget item is not needed | |

Prioritized Recommendations for Inclusion in Human Resource Master Plan

(Note: Estimated Cost is equal to the Total Annualized Cost of Ownership for the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
	1, 2, 3, 4	2	Training for Staff on Title IX and other required diversity and safety trainings	2018-2019	$10,000.00	Provide a safe learning environment, minimizes barriers, supports students, and promotes leadership		2		
	1	3	Employee IDs	2018-2019	$5,000.00	Helps provide a safe learning environment.		3		
	3	4	Professional Development	2018-2019	$2,000.00	Increased knowledge and best human resources practices		4		
	2, 4	5	ALEX Health Insurance Software	2018-2019	$10,000.00 first year, less each year after	Better understanding of benefit options for new hires, allowing them to make a more informed choice of health insurance plans		5		
	1, 3	6	Student Assistance Program	2018-2019	$7,620.00	Helps ensure the mental health of students		6		

HUMAN RESOURCES ACTION PLANS

		Human Resources Plan 2021-2022 – 10 strategies				
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Update employee handbook	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Update Selection & Hiring Manual	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update
2, 3		Implement electronic On-Boarding and evaluations	Integrate the secure electronic personnel information system	2021-2022	Director of Human Resources	100% of employees recruited, hired and evaluated in the new system
3		Develop a mentoring program to introduce new employees to campus services and personnel.	To comfortably and professionally integrate new employees into the campus community	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with this experience.
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2021-2022	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.
4		HR101 Training for Managers / Administration	To help managers and administration provide better support for employees.	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
4		Phase II FRISK Training for Managers / Administration	To help managers and administration provide better support for employees	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
1, 4		EEO Training	To better train staff in recruitment process	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
2		Directory Boards in Buildings and Telephone Lists With Building Locations	Easier travel and communication across campus	2021-2022	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the new signage

*Becomes a standard after this year

Human Resources Plan 2022-2023 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2022-2023	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2022-2023	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.

Human Resources Plan 2023-2024 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2024-2025– 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2024-2025	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2024-2025	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2025-2026 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2025-2026	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2025-2026	Director of Human Resources in partnership with Human Resources Committee	Published Update

			Human Resources Plan - Strategies that have been met and are Ongoing			
Goal	**Obj.**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement Target**
3		Timely and accurate compliance tracking: Tuberculosis testing	All staff in compliance with Education Code mandates.	Ongoing, still being accomplished	Director of Human Resources	All employees are current with Tuberculosis testing.
3		*Identify new training regulations	Identify new mandated training and implement new training modules	Ongoing, still being accomplished	Director of Human Resources in partnership with Human Resources Committee	Relevant mandated training

Professional Development Plan

INTRODUCTION

MISSION AND VALUES
The Human Resources Planning Committee believes that the educational environment for all students is enriched when the college invests in the professional skills, academic knowledge, and cultural proficiency of its employees. Thus, provision for continued professional development opportunities for Lassen Community College employees is essential for college success.

OPERATIONAL PRINCIPLES
The following principles provide a framework for professional development and serve as criteria for making decisions on professional development activities. The goals of the Professional Development Plan are to develop knowledge, skills and abilities that will provide the potential for better performance and increased job satisfaction. The Human Resources Planning Committee plans, coordinates, and recommends financial support for a variety of activities that engage faculty, staff, and administrators.

The committee groups the guiding principles under these headings:

Contribution to Employee Collaboration
Professional development activities serve as a vehicle for enhancing employee interactions, building a cooperative environment, and fostering a healthy working relationship among employees.

Contribution to Student Success
Student success should guide professional development activities. Student success may be measured through:
- Improvement of customer service from all staff members
- Enhancement of a specific course, program of instruction, or student service
- Enhancement of cultural awareness
- Improvement of leadership skills
- Enhancement of knowledge of shared governance, collaboration, and relationship building
- Improvement of technological skills

Meeting Needs
Professional development activities include those that meet the needs of LCC employees as expressed in needs assessment surveys, workshop evaluation forms, internal documents [such as program reviews, accreditation self-evaluation reports, district and college plans], shared governance committee activities, and faculty, classified, or institutional initiatives.

Allocation of Resources
Since resources are limited, the committee believes that professional development activities should be designed to provide the greatest effect on the institution, its programs, and students. College resources should be allocated to activities that have broad institutional impact. At the same time, the committee recognizes (a) the value of the rejuvenation through professional development activities; (b) that professional development may involve activities which are beyond staff's ordinary or current job descriptions but, are likely to be integrated into their present or future contribution

to the institution and (c) the importance of professional development for all college employees. Resources should be allocated equitably among, institutional groupings, and types of activities.

Accountability
The committee supports the evaluation of and resulting modifications to training activities. The committee recognizes the importance of ensuring appropriate accountability for those who engage in professional development activities. The college abides by state, district, and institutional policies and regulations as well as by the requirements of funding sources.

Responsibilities
The responsibility for professional development at LCC lies with each employee. The institution must nurture a climate where continued personal and professional growth is valued and pursued. The Human Resources Planning Committee is responsible for ensuring that adequate opportunities for Professional Development exist. The responsibilities of the Human Resources Planning Committee as they relate to professional development include the following:

- Plans and conducts activities for employees that lead to enhanced collaboration and respect
- Provides a forum for explorative and open discussion of new and innovative procedures and strategies
- Advises and assists in planning, evaluating and improving constituent group interactions
- Supports training and re-training opportunities
- Distributes information on workshops, seminars, and available resources related to faculty and staff improvement
- Develops a comprehensive Professional Development Plan

PROFESSIONAL DEVELOPMENT GOALS AND STRATEGIES

The goals of Professional Development are aligned with the Strategic Goals of the District, Institutional Effectiveness, Learning Opportunities, Resource Management, and Student Success. Professional development supports these strategic goals through the development of knowledge, skills and abilities in the following areas:

1. ***Organizational Competency, Communication, and Morale*** – by creating an environment that promotes collaboration and effective constituent interactions

2. ***Employee Competency*** – by building a training program in the development, implementation, and assessment of student learning/administrative unit outcomes that benefit the college community

3. ***Cultural Awareness*** – by supporting a training program and providing opportunities for LCC employees to have cultural experiences that contribute to and broaden the cultural awareness of the LCC community

4. ***Technological Competency*** – by providing essential skills for students' appropriate and responsible use of existing and emerging technology tools for communication, productivity, management, research, problem solving and decision making

OBJECTIVES, ACTIVITIES AND PERFORMANCE OUTCOMES

New professional development needs may be identified and current standards may change. The Human Resources Planning Committee will review the plan and update as necessary.

GOAL 1: Organizational Competency, Communication, & Morale

1.1   Create an environment that encourages collaboration and collegial interaction. (2014-Accreditation Self-Evaluation – Standard IV)

GOAL 2: Competence in the Workplace
2.1   Train faculty and staff to create and evaluate student-learning/administrative unit outcomes at the course, program, area and institutional levels. (*2014-Accreditation Self-Evaluation – Standard II)*
2.2   Provide timely, accurate and effective state and federal mandated trainings and compliance tracking: (2014-Accreditation Self-Evaluation – Standard III)
2.3   Train faculty on instructional delivery methodologies (2014-Accreditation Self-Evaluation Standard II)
2.4   Provide faculty and staff with discipline-specific/job specific professional growth opportunities
       (2014-Accreditation Self-Evaluation – Standard III)
2.5   Increase awareness of institutional and individual responsibilities for student success. (*Strategic Goal #4; 2014-Accreditation Self-Evaluation – Standard II)*

GOAL 3: Cultural Proficiency
3.1   Train employees to identify their own biases and use respectful cultural communication practices. (*2014-Accreditation Self-Evaluation – Standard III*)

GOAL 4: Technological Competency
4.1   Promote and provide regular and consistent training on the effective use of technology (2014-Accreditation Self-Study – Standard III)

FLEX ACTIVITIES

Per BP 4010/AP 4010, the Governing Board may designate an amount of time during each fiscal year to be used for staff development activities not to exceed fifteen (15) days. The time designated for these activities shall be known as "flexible time." The activities of all faculty members during the designated flexible days are to be directed toward instructional improvement activities such as:

1. Course instruction and evaluation;
2. Staff development, in-service training, and instructional improvement;
3. Program and course curriculum or learning resource development and evaluation;
4. Related activities, such as student advising, guidance, orientation and matriculation services;
5. Conferences, workshops, and institutional research;
6. Other duties as approved by the District.

Flexible Calendar 2020-2021

The academic calendar for 2020-2021 has seven days (35 hours) designated for "flex" activities for full-time faculty. Flex calendar dates are:

Activities Day	Fall 2020	Spring 2021
Flex	August 12, 2020	January 14, 2021
Flex	August 13, 2020	January 15, 2021
Flex	August 14, 2020	February 10, 2021
Flex		February 11, 2021
Convocation	September 1, 2020	February 2, 2021

Professional Development Plan 2021-2022 – 7 strategies						
Goal	**Obj.**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement Target**
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2022-2023 – 7 strategies						
Goal	**Obj.**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement Target**
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop eval

Professional Development Plan 2023-2024 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2024-2025 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2025-2026 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan - Strategies that have been met and are ongoing						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	*Recognize faculty and staff success, both personal and professional.	Improved morale and interpersonal relationships	Ongoing	LCC Website & Convocations	
1	1.1	*Provide training opportunities to encourage an understanding of collaboration and shared governance.	Consultation Council Members trained and disseminate information to constituency groups.	Ongoing	Director of Human Resources/Associate Dean of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.1	*Continue training program for Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs).	All staff and faculty (targeting new employees) as appropriate trained regarding SLOs/AUOs	Ongoing	Director of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.2	*Timely, accurate and effective state and federal mandated trainings and compliance tracking: • Child Abuse Reporting Training • Equal Employment Opportunity • Disaster Preparedness • Family Education Rights to Privacy Acts (FERPA) •Title IX	All staff and faculty trained and/or in compliance with federal and state mandates	Ongoing	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff trained and/or in compliance
2	2.3	*Provide faculty with regular opportunities to explore different instructional delivery methods	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	Ongoing	Flex Faculty and Staff Coordinator	Obtain higher level of student learning, retention, and success as compared to 2011-2012 baseline measures
3	3.1	*Provide training and activities each academic year on cultural diversity and communication practices.	Broaden the cultural awareness of LCC community	Ongoing	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	A minimum of 4 events